



Master of Business Administration

Comprehensive Program Specification Document

Academic Year
2025 - 2026

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1.0 Program General Information

Program Title:	Master of Business Administration		
Program Code:	2.MS.0217		
Authoring Team:	Program Chair		
Academic Unit:	MBA	Program Chair:	Dr. Mahima Mishra
Publication Date:	05 Dec 2025	Initial Program Accreditation:	01 October 2011
Accreditation Renewal:	1 Nov 2023	Next Reaccreditation:	1 November 2027

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 their 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 an approach to teaching the entrepreneurial thought process. In addition to the General Stream, ADSM offers its MBA students seven concentrations to choose from. 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 contexts, and the entrepreneurial skill to drive results and run businesses at optimal heights:

- MBA - General Stream
- MBA - Small and Medium-sized Enterprises
- MBA - Supply Chain Management
- MBA - FinTech and Digital Currencies
- MBA - Digital Transformation and AI Management
- MBA - Global and Family Business
- MBA - Cultural and Arts Business Management
- MBA - Sports and Events Management

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 Higher Education and Scientific Research (MOHESR) Standards for Licensure and Accreditation administered by the Commission for Academic Accreditation (CAA), the National Qualification Center (NQC), 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 QFEmirates

The ADSM MBA Program Learning Outcomes (PLOs) are aligned to the QFEmirates strands: Knowledge, Skills, and Responsibility (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 QFEmirates Level 7 strands

Program Learning Outcomes (PLOs) Level 7. Students completing the MBA program will be able to:	QFEmirates Level 7 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
PLO1 Critically analyze opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society			
PLO2 Demonstrate the ability to make decisions based on ethical values and social awareness in business contexts.	x	x	x
PLO3 Review multiple theories and perspectives for the interpretation of comprehensive challenges to the business.			
PLO4 Evaluate the use of appropriate research approaches and tools to generate sustainable business solutions in domestic and global contexts.			

PLO5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions reflecting entrepreneurial thinking.	x	x	x
PLO6 Develop advanced skills, such as those relating to team management, leadership, and digital transformation, to manage complex situations in various business contexts.			

2.3 Mapping of Concentration Learning Outcomes to Program Learning Outcomes

2.3.1 General Stream (G) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
GLO1	Critically analyze multidisciplinary theories, frameworks, and practices in the context of organizational competitiveness.	X		X			
GLO2	Evaluate governance, risk management, and ethical considerations in diverse business settings, with an emphasis on the context of digital transformation.		X	X			
GLO3	Critically apply research-informed frameworks, digital tools, and strategic models to design innovative solutions for organizational transformation.				X	X	
GLO4	Create and justify integrated, sustainable, and future-oriented business strategies that enhance organizational resilience and competitiveness.	X				X	X

2.3.2 Concentration in Small- and Medium-sized Enterprises (SM) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
SMLO1	Critically analyze the role of SMEs in economic diversification and sustainable growth	X		X			
SMLO2	Evaluate ethical, regulatory, financial, and socio-cultural factors influencing SME strategy		X	X			
SMLO3	Critically apply advanced research-based frameworks and entrepreneurial tools to design SME strategies for growth				X	X	
SMLO4	Devise innovative and digitally enabled leadership and management practices for SME resilience	X				X	X

2.3.3 Concentration in Supply Chain Management (SC) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
SCLO1	Critically analyze supply chain theories, models, and practices in the context of global trade and logistics hubs.	X		X			
SCLO2	Evaluate ethical, sustainability, and risk management considerations in supply chain design and operations, in various contexts.		X	X			
SCLO3	Apply research methods and digital tools to optimize supply chain efficiency, agility, and responsiveness				X		X
SCLO4	Develop and justify innovative, data-driven, and entrepreneurial supply chain strategies that enhance competitiveness and value creation in domestic and global markets.	X				X	X

2.3.4 Concentration in FinTech and Digital Currencies (FT) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
FTLO1	Critically analyze the evolution, theories, and business models of FinTech and digital currencies in global and UAE financial ecosystems.	X		X			
FTLO2	Evaluate the ethical, regulatory, and cybersecurity considerations that influence the adoption and governance of digital financial technologies.		X	X			
FTLO3	Critically apply research-informed frameworks and digital tools to design innovative financial solutions				X	X	
FTLO4	Create and justify entrepreneurial, data-driven strategies for FinTech and digital currency integration	X				X	X

2.3.5 Concentration in Digital Transformation and AI Management (DT) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
DTLO1	Critically analyze digital transformation trends, frameworks, and leadership approaches in the context of organizational competitiveness	X		X			
DTLO2	Evaluate ethical, governance, and risk management issues in digital adoption with emphasis on cybersecurity, data protection, and responsible leadership.		X	X			
DTLO3	Critically apply AI, analytics, and digital tools to develop evidence-based strategies for organizational performance and decision-making.				X	X	

DTLO4	Create innovative, sustainable, and future-oriented digital transformation strategies that align with organizational goals and societal impact.	X				X	X
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2.3.6 Concentration in Global and Family Business (GF) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
GFLO1	Critically analyze theories, models, and practices of global and family business	X		X			
GFLO2	Evaluate governance frameworks, ethical considerations, and succession planning strategies in the context of family and global business.		X	X			
GFLO3	Critically apply research-informed frameworks and functional management tools to design strategies business and operational effectiveness in global and family businesses.				X	X	
GFLO4	Devise and justify entrepreneurial, sustainable, and globally oriented strategies that enhance the resilience and competitiveness of family-owned enterprises.	X				X	X

2.3.7 Concentration in Cultural and Arts Business Management (CA) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CALO1	Critically analyze cultural entrepreneurship models, creative industry dynamics, and innovation practices in the context of sustainable business development.	X		X			
CALO2	Evaluate commercialization, branding, and digital marketing strategies for cultural and arts products for local and/or global competitiveness.		X	X			
CALO3	Critically apply research-informed frameworks and business analytics tools to design sustainable strategies for managing and internationalizing cultural and arts enterprises.			X	X		
CALO4	Create and justify entrepreneurial, innovative, and globally oriented business strategies that enhance the resilience and competitiveness of cultural and arts businesses.	X				X	X

2.3.8 Concentration in Sports and Events Management (SE) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
SELO1	Critically analyze theories, models, and practices of sports and events management in the context of their impact on organizational competitiveness and industry growth.	X		X			
SELO2	Evaluate marketing, sponsorship, operational, and logistical strategies that enhance the sustainability and global competitiveness of sports and events.		X	X			
SELO3	Critically apply research-informed frameworks, digital tools, and management practices to design, implement, and evaluate sports and event operations effectively.				X	X	
SELO4	Devise and justify innovative, ethical, and resilient sports and events strategies that address legal, governance, and risk management considerations.	X				X	X

2.4 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 qualifications.

3.0 Program structure and degree completion sequence

All MBA students, whether in the General Stream or a Concentration Stream, are required to complete common components: seven core courses, two SLE (Strategic Learning Experience) courses, and two Research-Based Consultancy Project courses. Together, these courses account for 20 of the 30 total credit hours required for the MBA program.

General Stream students must complete three additional core courses and two elective courses. Students in any Concentration Stream, on the other hand, are required to complete four concentration-specific core courses and one concentration-specific elective course.

3.1 Program Structure

Tables 2 and 3 below show the program standing, course code, course title, credit hours, and pre-requisites/co-requisites in the MBA program for both the General Stream and Concentration Stream.

Table 2: MBA (General Stream)

Standing	Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	RES 6110	Research Methods for Business	2	
Core	IEP 6210	Innovation & Entrepreneurship	2	
Core	MKT 6211	Marketing Management	2	
Core	MGT 6411	Strategic Management and Leadership*	2	
Core	FIN 6311	Financial Management	2	
Core	ECN 6310	Managerial Economics	2	
Core	OPS 6311	Operations and Supply Chain Management*	2	
			14	
Core	SLE 8110	Signature Learning Experience I	0	
Core	SLE 8220	Signature Learning Experience II	0	
			0	
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3	RES 6110, IEP 6210, MGT 6411, MGT 6430, MKT 6211, OPS 6311
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3	Pre-requisite: MBA 8918
			6	
Three MBA (General) Core Courses Required				
Core	MBA 7103	Growth and Transformation of SMEs	2	
Core	MBA 7204	Global Supply Chain Strategy & Risk Management	2	
Core	MBA 6430	Digital Enterprise Management	2	
			6	List of MBA (General) Electives
Two Elective Courses Required				
Elective	TBA	Elective 1	2	
Elective	TBA	Elective 1	2	
			4	
		TOTAL CREDIT HOURS	30	

General Stream Elective Courses

Code	Title	Credit Hours
TBA*	International Study Trip	2
MBA 7301	Introduction to Fintech and Blockchain	2
MBA 7402	Application of Artificial Intelligence for Business	2
MBA 7503	Cross-Cultural Management	2
MBA 7603	Digital Marketing and Branding for Cultural Businesses	2

Table 3: MBA (Concentration Stream)

Standing	Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	RES 6110	Research Methods for Business	2	

Core	IEP 6210	Innovation & Entrepreneurship	2	
Core	MKT 6211	Marketing Management	2	
Core	MGT 6411	Strategic Management and Leadership*	2	
Core	FIN 6311	Financial Management	2	
Core	ECN 6310	Managerial Economics	2	
Core	OPS 6311	Operations and Supply Chain Management*	2	
			14	
Core	SLE 8110	Signature Learning Experience I	0	
Core	SLE 8220	Signature Learning Experience II	0	
			0	
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3	Pre-requisite: RES 6110, IEP 6210, MGT 6411, MGT 6430, MKT 6211, OPS 6311
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3	Pre-requisite: MBA 8918
			6	
		Four Concentration Core Courses Required		
Core	MBA 7XXX	Concentration Course 1	2	
Core	MBA 7XXX	Concentration Course 2	2	
Core	MBA 7XXX	Concentration Course 3	2	
Core	MBA 7XXX	Concentration Course 4	2	
			8	
		One Concentration Elective Course:		
Elective	MBA 7XXX	Concentration Elective 1	2	
Elective	MBA 7XXX	Concentration Elective 2	2	
			2	
		TOTAL CREDIT HOURS	30	

3.2 Program Streams

3.2.1 General Stream

In addition to the shared components, the MBA – General Stream includes a unique core course, and core and elective courses selected from a wide range of concentration offerings. This flexible structure allows students to tailor their studies to align with their individual interests and career goals.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3

General Core Courses (6 Credit Hours) – All Required			
Core	MBA 7103	Growth and Transformation of SMEs	2
Core	MBA 7204	Global Supply Chain Strategy and Risk Management	2
Core	MBA 6430	Digital Enterprise Management	2
General Elective Courses (4 Credit Hours) – Two Required			
Elective	TBA*	International Study Trip	2
Elective	MBA 7301	Introduction to Fintech and Blockchain	2
Elective	MBA 7402	Application of Artificial Intelligence for Business	2
Elective	MBA 7503	Cross-Cultural Management	2
Elective	MBA 7603	Digital Marketing and Branding for Cultural Businesses	2

* Could be any of the International Study Trips offered in the Concentration Stream.

3.2.2 Concentration in Small- and Medium-sized Enterprises

The SME concentration is designed to provide MBA students with advanced knowledge and practical skills to address the unique challenges and opportunities faced by small- and medium-sized enterprises. SMEs are vital drivers of economic diversification, innovation, and private-sector growth in the UAE and globally, and their development is a key pillar of Abu Dhabi's Vision 2030 and the UAE's broader sustainable growth strategy. Through the concentration courses, students will develop the ability to critically analyze and evaluate SME contexts, apply advanced frameworks to design and implement growth strategies, and develop innovative and ethical solutions to enhance SME resilience.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7101	Leading and Managing People in SMEs	2
Core	MBA 7102	Marketing and internationalization for SMEs	2
Core	MBA 7103	Growth and Transformation of SMEs	2
Core	MBA 7104	Government Policies and Support for SMEs	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7112	Family-owned SMEs	2

3.2.3 Concentration in Supply Chain Management

The Supply Chain Management concentration equips MBA students with advanced knowledge and applied skills to manage, optimize, and transform supply chains in both domestic and global contexts. Anchored in the UAE’s strategic role as a global logistics hub, this concentration emphasizes digital transformation, resilience, and sustainability across supply chain operations. Students will learn how to critically analyze and evaluate theories, practices, and technological innovations while applying research-based frameworks to design and implement solutions that address the complexities of modern supply chains.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7201	Procurement and Strategic Sourcing	2
Core	MBA 7202	Logistics and Distribution Management	2
Core	MBA 7203	Smart Manufacturing and Industry 4.0	2
Core	MBA 7204	Global Supply Chain Strategy and Risk Management	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7222	Project Management	2

3.2.4 Concentration in FinTech and Digital Currencies

The FinTech and Digital Currencies concentration equips MBA students with advanced knowledge and applied competencies to navigate and shape the rapidly evolving landscape of digital finance. At QFEmirates Level 7, students will critically analyze emerging theories and business models in FinTech, evaluate regulatory and ethical implications, and apply digital technologies to design sustainable and innovative financial strategies and solutions. This concentration reflects the UAE’s strategic ambition to be a global hub for FinTech and digital currencies.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			

Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7301	Introduction to FinTech and Blockchain	2
Core	MBA 7302	Digital Payments and Financial Technologies	2
Core	MBA 7303	Regulatory and Legal Aspects of FinTech	2
Core	MBA 7304	Digital Currencies	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7332	Cybersecurity in FinTech	2

3.2.5 Concentration in Digital Transformation and AI Management

The Digital Transformation concentration reflects the UAE's commitment to becoming a global leader in digital innovation, artificial intelligence, and smart government, as articulated in initiatives such as the UAE Digital Government Strategy and Abu Dhabi's Vision 2030. The concentration prepares MBA students to lead and manage organizational change in the era of advanced technologies and data-driven decision-making. At QFEmirates Level 7, students will critically analyze the opportunities and challenges of digital transformation, evaluate ethical and governance implications, and apply advanced technological tools to develop innovative strategies for sustainable business performance.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3

Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7401	Digital Transformation Strategy and Leadership	2
Core	MBA 7402	Application of Artificial Intelligence for Business	2
Core	MBA 7403	Business Analytics for Decision-Making	2
Core	MBA 7404	Ethics, Governance, and Risk Management in Digital Transformation	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7442	AI and the Future of Work	2

3.2.6 Concentration in Global and Family Business

This concentration reflects the UAE’s role as a global trade hub and its strategic emphasis on internationalization, investment, and diversification in line with Abu Dhabi Vision 2030. The concentration explores the unique dynamics of global and family businesses, with a focus on sustainable growth, governance, and international expansion. Students will critically examine leadership approaches, succession planning, governance frameworks, and strategies for competing in global markets. The course equips future leaders with the knowledge and skills necessary to strengthen the competitiveness of family-owned firms while contributing to national strategic priorities, including Abu Dhabi’s Economic Vision 2030.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7501	Global Business Strategy	2
Core	MBA 7502	International Trade and Finance	2
Core	MBA 7503	Cross-Cultural Management	2
Core	MBA 7504	Internationalization of Family Businesses	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7552	Emerging Markets and Regional Integration	2

3.2.7 Concentration in Cultural and Arts Business Management

The UAE Culture Agenda 2031 and Abu Dhabi's Creative Industries Strategy underscore the county's recognition of the economic and social importance of the arts sector. Abu Dhabi is positioned as a global cultural hub, with world-class cultural institutions like the Louvre Abu Dhabi, Manarat Al Saadiyat, and the upcoming Guggenheim Abu Dhabi. These demonstrate a focus on the arts, heritage, and creative industries. This concentration captures the growing importance of building business management and leadership skills in the arts and culture ecosystem.

Standing	Code	Course Title	Credits
Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7601	Cultural Entrepreneurship and Innovation	2
Core	MBA 7602	Art and Culture Product Commercialisation	2
Core	MBA 7603	Digital Marketing and Branding for Cultural Businesses	2
Core	MBA 7604	International Trade & Export Strategies for Art & Cultural Products	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7662	Challenges in Cultural and Arts Business Management	2

3.2.8 Concentration in Sports and Events Management

The Sports and Events Management concentration reflects the UAE's positioning as a global hub for sports, tourism, mega-events, and world-class cultural festivals. The concentration equips MBA students with the advanced knowledge and applied skills required to manage large-scale sports, cultural, and corporate events within dynamic global markets. At QFEmirates Level 7, students will critically analyze strategic, operational, and legal aspects of the sports and events industry, evaluate marketing and sponsorship frameworks, and apply management tools to design innovative, sustainable, and resilient event strategies.

Standing	Code	Course Title	Credits
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Core Courses (14 Credit Hours) – All Required			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management and Leadership	2
Core	FIN 6311	Financial Management	2
Core	ECN 6310	Managerial Economics	2
Core	OPS 6311	Operations and Supply Chain Management	2
SLE Courses (0 Credit Hours) – All Required			
Core	SLE 8110	Signature Learning Experience I	0
Core	SLE 8220	Signature Learning Experience II	0
Research-based Consultancy Project Courses (6 Credit Hours) – All Required			
Thesis (Core)	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Thesis (Core)	MBA 8919	Research-based Consultancy Project II (Final)	3
Concentration Specific Core Courses (8 Credit Hours) – All Required			
Core	MBA 7701	Strategic Sports and Event Management	2
Core	MBA 7702	Sports and Event Marketing and Sponsorship	2
Core	MBA 7703	Operations and Logistics in Sports and Events	2
Core	MBA 7704	Risk and Legal Aspects in Sports and Events	2
Concentration Specific Elective Courses (2 Credit Hours) – Only One Required			
Elective	TBA	International Study Trip	2
Elective	MBA 7772	Financial Management in Sports and Events	2

3.3 Delivery Format and Study Plans

The delivery format enables students to complete the MBA program in 14-15 months, if enrolled on Full Time basis. Tables 4-6 below show the study plan and program sequence for full-time students in the Fall, Spring and Summer I intakes.

Students may enroll on a Part Time basis and take a lesser 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 4. MBA Study plan and program sequence (Fall Intake)

General Stream - Fall Intake			
Type	Code	Title	Credits
Fall Semester			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2

Core	SLE 8100	Signature Learning Experience I	0
Spring Semester			
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Core	OPS 6310	Operations Management	2
Core	ECN 6310	Managerial Economics	2
MBA General Core	MGT 6430	Digital Enterprise Management	2
Summer I Session			
MBA (General) Core	MBA 7103	Growth and Transformation of SMEs	2
MBA (General) Core	MBA 7204	Global Supply Chain Strategy and Risk Management	2
Fall Semester			
MBA (General) Elective	TBA	Elective 1	2
MBA (General) Elective	TBA	Elective 2	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3
Core	SLE 8200	Signature Learning Experience II	0

Concentration Stream - Fall Intake			
Type	Code	Title	Credits
Fall Semester			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2
Core	SLE 8100	Signature Learning Experience I	0
Spring Semester			
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Core	OPS 6310	Operations Management	2
Core	ECN 6310	Managerial Economics	2
Concentration Core	TBA	Course 1	2
Summer I Session			
Concentration Core	TBA	Course 2	2
Concentration Core	TBA	Course 3	2
Fall Semester			
Concentration Core	TBA	Course 4	2
Concentration Elective	TBA	Elective 1	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3
Core	SLE 8200	Signature Learning Experience II	0

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

General Stream - Spring Intake			
Type	Code	Title	Credits
Spring Semester			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2
Core	SLE 8100	Signature Learning Experience I	0
Summer I Session			
Core	OPS 6310	Operations Management	2
Core	ECN 6310	Managerial Economics	2
Fall Semester			
MBA General Core	MGT 6430	Digital Enterprise Management	2
MBA (General) Core	MBA 7103	Growth and Transformation of SMEs	2
MBA (General) Core	MBA 7204	Global Supply Chain Strategy and Risk Management	2
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Core	SLE 8200	Signature Learning Experience II	0
Spring Semester			
MBA (General) Elective	TBA	Elective 1	2
MBA (General) Elective	TBA	Elective 2	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3

Concentration Stream - Spring Intake			
Type	Code	Title	Credits
Spring Semester			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2
Core	SLE 8100	Signature Learning Experience I	0
Summer I Session			
Core	OPS 6310	Operations Management	2
Core	ECN 6310	Managerial Economics	2
Fall Semester			
Concentration Core	TBA	Course 1	2
Concentration Core	TBA	Course 2	2
Concentration Core	TBA	Course 3	2
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Core	SLE 8200	Signature Learning Experience II	0

Spring Semester			
Concentration Elective	TBA	Elective 1	2
Concentration Core	TBA	Course 4	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3

Table 6. MBA Study plan and program sequence (Summer I Intake)

General Stream - Summer I Intake			
Type	Code	Title	Credits
Summer I Session			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Fall Semester			
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2
Core	OPS 6310	Operations Management	2
Core	SLE 8100	Signature Learning Experience I	0
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Spring Semester			
MBA (General) Core	MBA 7103	Growth and Transformation of SMEs	2
MBA (General) Core	MBA 7204	Global Supply Chain Strategy and Risk Management	2
Core	ECN 6310	Managerial Economics	2
MBA General Core	MGT 6430	Digital Enterprise Management	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3
Summer I Session			
Core	SLE 8200	Signature Learning Experience II	0
MBA (General) Elective	TBA	Elective 1	2
MBA (General) Elective	TBA	Elective 2	2

Concentration Stream - Summer I Intake			
Type	Code	Title	Credits
Summer I Session			
Core	RES 6110	Research Methods for Business	2
Core	IEP 6210	Innovation & Entrepreneurship	2
Fall Semester			
Core	MKT 6211	Marketing Management	2
Core	MGT 6411	Strategic Management	2
Core	FIN 6310	Financial Management	2

Core	OPS 6310	Operations Management	2
Core	SLE 8100	Signature Learning Experience I	0
Thesis	MBA 8918	Research-based Consultancy Project I (Proposal)	3
Spring Semester			
Concentration Core	TBA	Course 2	2
Concentration Core	TBA	Course 3	2
Core	ECN 6310	Managerial Economics	2
Concentration Core	TBA	Course 1	2
Thesis	MBA 8919	Research-based Consultancy Project II (Final)	3
Summer I Session			
Core	SLE 8200	Signature Learning Experience II	0
Concentration Core	TBA	Course 4	2
Concentration Elective	TBA	Elective 1	2

4.0 Program admission requirement

4.1 Graduate Admission Requirement

Applicants to the program are required to have;

- an earned Bachelor's degree recognized by the Ministry of Higher Education and Scientific Research,
- a minimum score of 1250 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 197 CBT, 71 iBT, 530 PBT, or 5.5 IELTS.
- Three years of work experience.

For conditional entry, applicants to the program are required to meet the conditions as published within the policy P 401 Graduate Admission Policy (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 7 compliance (see Appendix 3). 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 Institutional Effectiveness Office

ADSM ensures that each program meets the UAE's regulatory requirements. It adheres to the policies and procedures stipulated by its Institutional Effectiveness (IE) Office. The IE office is responsible for improving educational programs and ADSM's overall effectiveness. The IE 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 IE team members participate in academic policy formulation committees and work closely with the Academic Dean, Program Chairs, and Director of Student Affairs to identify opportunities for improving the students' experience.

The IE team conducts surveys to measure students' levels of satisfaction with their experience. The IE team conducts several surveys regarding students, faculty, graduates, and alumni experiences. The IE team analyzes program-related performance, assesses student achievement of learning outcomes, and ensures program planning and improvement activities are completed. The IE 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 help 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. 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](https://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

Shared 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 MANAGEMENT	
MKT 6211	
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

STRATEGIC MANAGEMENT AND LEADERSHIP	
MGT 6411	
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	

FINANCIAL MANAGEMENT	
FIN 6311	
CORE	
CLO1	Critically appraise a detailed body of knowledge of recent developments in finance and financial management
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to finance
CLO3	Critically apply advanced skills required in research, analysis, evaluation of complex ideas, information, concepts and/or activities related to finance
CLO4	Synthesize advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to finance and financial management

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

OPERATIONS AND SUPPLY CHAIN MANAGEMENT	
OPS 6311	
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				

SIGNATURE LEARNING EXPERIENCE (SLE I)	
MBA 8110	
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 8220	
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.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
x					
	x				
			x		

CLO4	Integrate the various theoretical components of the corequisite courses through application to the SLE project.
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						x
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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
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

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
x					
	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

General Stream

DIGITAL ENTERPRISE MANAGEMENT	
MBA 6430	
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

Concentration in Digital Transformation and AI Management

DIGITAL TRANSFORMATION STRATEGY AND LEADERSHIP	
MBA 7401	
CORE	

CLO1	Analyze major frameworks and trends in digital transformation and their implications for organizational strategy and competitiveness.
CLO2	Evaluate the role of digital leadership in driving organizational change, innovation, and value creation.
CLO3	Assess ethical, governance, and risk management dimensions of digital transformation initiatives.
CLO4	Design and present an integrated digital transformation strategy that aligns with business goals and societal impact.

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

APPLICATION OF ARTIFICIAL INTELLIGENCE FOR BUSINESS	
MBA 7402	
CORE	
CLO1	Analyze AI technologies and business applications, assessing their potential for process improvement and value creation.
CLO2	Evaluate the organizational, ethical, and governance considerations involved in AI deployment.
CLO3	Apply machine learning, NLP, and automation concepts to business problems using analytical and AI-driven tools.
CLO4	Design an AI-enabled business solution that aligns with strategic objectives and responsible innovation principles.

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

BUSINESS ANALYTICS FOR DECISION-MAKING	
MBA 7403	
CORE	
CLO1	Analyze big data concepts, analytical frameworks, and predictive techniques used for business decision-making.
CLO2	Evaluate the ethical, governance, and data-quality considerations in business analytics.
CLO3	Apply analytical and visualization tools (e.g., Power BI, Tableau, Python/no-code analytics) to generate actionable business insights.
CLO4	Design a business analytics solution that supports strategic or operational decisions and communicates insights effectively.

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

ETHICS, GOVERNANCE, AND RISK MANAGEMENT IN DIGITAL TRANSFORMATION	
MBA 7404	
CORE	
CLO1	Analyze ethical, legal, and regulatory issues arising from digital transformation.
CLO2	Evaluate governance mechanisms for digital technologies, including data protection, AI governance, and cybersecurity policies.
CLO3	Apply risk management frameworks to assess and mitigate digital transformation risks.
CLO4	Design an ethical and governance-aligned digital transformation policy or framework for an organization.

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

Appendix 2. MBA Program Admission Criteria

Conditional Admissions into the MBA Program

Applicants may be granted conditional admission following an interview with the Admissions Committee and based on one of the following criteria:

1. **Conditional Academic:** granted to applicants who are not able to provide a bachelor's degree recognized by the MOHESR at the time of their admission. These applicants may be admitted as Conditional Academic and must provide the required recognition by the end of the first term of study.
2. **Conditional ELR:** granted to applicants who do not meet the English Language Requirements. These applicants may be admitted as Conditional ELR, and must:
 - Take a maximum of six (6) during their first term of study.
 - Complete the Academic English (ACE 6001) course during their first term of study.
 - Provide one of the following valid and current English Language proficiency certificates:

IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
5.0	61	173	500

All instruction at ADSM is carried out in English and you will need to demonstrate an adequate level of English language proficiency to enrol.

Appendix 3. QFEmirates 6 Strands for Level 7

QFEmirates Level 7 Knowledge and Skills

Level	Knowledge (K)	Skills (S)	Responsibility (R)
7	The learner demonstrates a specialized, integrated, and comprehensive theoretical, practical, and real-world understanding of a range of knowledge, in addition to a critical awareness of qualitative and quantitative data collection, interpretation, and analysis methods, which facilitate the formulation and development of a flexible and effective strategy for dealing with concepts, theories, and achieving objectives.	The learner applies specialized cognitive and practical skills to integrate, analyse, construct, and evaluate complex information, plan and conduct independent research, and generate creative solutions to develop knowledge, procedures, and integrate knowledge from various fields.	The learner demonstrates creativity and spirit of initiative in novel work or study situations, exhibits a high level of accountability and independence, takes responsibility for self-directed learning, and exhibits leadership, management, entrepreneurship, innovation, collaboration, ethical behaviour, responsible citizenship, and co-existence with others.