



Master of Science in Quality and Business Excellence

Comprehensive Program Specification Documentation

| Academic Year |
|---------------|
| 2025 – 2026 |

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1.0 Program General Information

| | | | |
|-------------------------------|---|--|-------------------|
| Program Title: | Master of Science in Quality and Business Excellence | | |
| Program Code: | 2.MS.0219 | | |
| Authoring Team: | Program Chair | | |
| Academic Unit: | MSQBE | Program Chair: | Dr. Mohamed Akoum |
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1.1 Program Description

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

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

1.2 Program aim and goals

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

- abilities to utilize relevance concepts and theories of quality assurance and quality management.
- knowledge and skills to apply problem solving skills to a variety of strategic quality and business excellence scenarios.
- competencies to apply the principles of business excellence to meet requirements of quality frameworks.

- responsibility to select appropriate quality tools and techniques and explain their suitability within the organization's context.
 - Enhancing Competencies Through Quality Frameworks, Implementing quality frameworks like ISO or Six Sigma equips employees with standardized best practices, fostering continuous improvement and skill development. This not only boosts individual competencies but also strengthens the company's operational excellence, creating a culture of quality and efficiency.
 - Digitalization & AI as Catalysts for Growth, Integrating digital tools and AI with quality frameworks automates processes, reduces errors, and provides data-driven insights. Employees gain upskilling opportunities in advanced technologies, while the company gains agility, innovation, and a sharper competitive edge in the market.
 - Future-Proofing Careers and Organizations, Combining quality frameworks with digital transformation ensures long-term sustainability. Employees enjoy clearer career progression through new skills and leadership roles, while companies stay ahead of industry trends, ensuring growth, competitiveness, and a resilient future in an evolving business landscape.

1.3 Employer Engagement

ADSM seeks to achieve effective, beneficial, and sustainable engagement with employers to meet their current and future workforce development needs. These will satisfy the aspirations of employees and help meet the targets set by the Abu Dhabi Vision 2030. This program is aimed at meeting the need of employers for quality and business excellence professionals which is not currently fulfilled by any other higher education provider in the UAE.

ADSM's association with the Abu Dhabi Chamber of Commerce and Industry has set the trajectory of the MSQBE program on a course that will help it to fulfil the needs of the evolving labour market of the Emirates. ADSM has relationships with the local employers through its association with the Abu Dhabi Chamber of Commerce and Industry.

ADSM's strong international connections and numerous Memorandums of Understanding (MoUs) with leading global institutions play a pivotal role in shaping highly skilled and globally competitive employees. By fostering collaborations with prestigious universities, industry leaders, and research centers, ADSM provides students and professionals with access to cutting-edge knowledge, cross-cultural experiences, and best practices in business and technology. Furthermore, ADSM's heavy emphasis on advanced technologies, AI, and digital transformation ensures that graduates and corporate trainees are equipped with future-ready competencies, from data analytics to intelligent automation. This unique blend of international exposure and technological proficiency not only enhances individual career prospects but also strengthens organizational competitiveness, positioning ADSM as a key driver in developing talent capable of thriving in a rapidly evolving global economy.

2.0 Program Accreditations and UAE Qualifications Framework

2.1 National and International Accreditations

ADSM's MSQBE 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 and 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), and the National Qualifications Framework (QF*Emirates*).

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

However, ADSM is validated by the Business Graduate Association '[BGA](#)' and is in the accreditation process to receive institutional accreditation by the BGA. In addition, ADSM is on the waiting list of the Association

of Master of Business Administration '[AMBA](#)' to undergo the AMBA accreditation process. ADSM is a member of the United Nations supported institution, Principles for Responsible Management Education '[PRME](#)' MENA chapter initiative.

2.2 Program Learning Outcomes and QF Emirates

The ADSM MSQBE Program Learning Outcomes (PLOs) are aligned to the QF Emirates Strands of Learning Outcomes: Knowledge, Skills and Responsibility (see Table 1). The MSQBE PLOs are also designed to meet the key competencies required so that the graduates demonstrate effective participation in the workplace, in learning, and in daily life.

| Program-level outcomes (P). Students completing the MSQBE program will be able to: | Knowledge (K) | Skill (S) | Responsibility (R) |
|--|---------------|-----------|--------------------|
| PLO1: Demonstrate an advanced comprehensive knowledge about the impact of quality and excellence business initiatives on business outcomes. | | | |
| PLO2: Implement quality and business excellence theories, processes, structures, systems, and strategies in a variety of business contexts. | | | |
| PLO3: Critically analyze the purpose and functions of quality management and achievement of business excellence. | | | |
| PLO4: Evaluate and select appropriate research instruments and problem-solving techniques to conduct research in quality and business excellence. | X | X | X |
| PLO5: Apply leadership skills to achieve quality and business excellence outcomes. | | | |
| PLO6: Formulate solutions for complex quality and business excellence problems and communicate decisions to relevant stakeholders. | | | |

Table 1. PLOs Mapping against QF Emirates Level 7 Strands

2.3 Course Learning Outcomes (CLOs)

Programs are made up of courses. Each course has its own intended Course Learning Outcomes (CLOs). The mapping of the CLOs to PLOs is presented in Appendix 1.

3.0 Program Structure and Degree Completion Sequence

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

3.1 Program Structure

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

| Program Standing | Course Code | Course Title | Credit Hours | Pre-requisites / Co-requisites | Total Credit Hours |
|------------------|-------------|--------------------------------------|--------------|--------------------------------|--------------------|
| | | Core Courses | | | |
| Core | QTY 8111 | Research Methods | 3 | First Term Requirement | |
| Core | QTY 8220 | Quality Management | 3 | Co-requisite: QTY 8111 | |
| Core | QTY 8221 | Business Excellence In Industry | 3 | Pre-requisite: QTY 8220 | |
| Core | QTY 8222 | Digital Excellence | 3 | | |
| Core | QTY 8223 | Operations & Supply Chain Management | 3 | None | |
| Core | BUS 8421 | Strategic Management Principles | 3 | None | |
| | | | | | 18 |
| | | Thesis Track | | | |

| Program Standing | Course Code | Course Title | Credit Hours | Pre-requisites / Co-requisites | Total Credit Hours |
|--|-------------|--|--------------|--|--------------------|
| Thesis | QTY 8918 | MSQBE Individual Consultancy Thesis I (Proposal) | 3 | Pre-requisites: A minimum of four core courses (12 credit hours), which must include: QTY 8111, QTY 8220 | |
| Thesis | QTY 8919 | MSQBE Individual Consultancy Thesis II (Final) | 3 | Pre-requisites: LED 8918 and All Core Courses | |
| | | | | | 6 |
| OR | | | | | OR |
| Applied Project Track | | | | | |
| Applied Project | QTY 8920 | Applied Project | 3 | None | |
| Elective | TBC | One additional Elective (from those offered) | 3 | None | |
| | | | | | 6 |
| Elective Courses (two required) | | | | | |
| Elective | BUS 8424 | Excellence in Customer Service | 3 | None | |
| Elective | BUS 8425 | Sustainability and Circular Economy | 3 | None | |
| Elective | BUS 8426 | Project Management | 3 | None | |
| Elective | BUS 8420 | Innovation and Entrepreneurship | 3 | None | |
| | | | | | 6 |

| Program Standing | Course Code | Course Title | Credit Hours | Pre-requisites / Co-requisites | Total Credit Hours |
|---------------------------|-------------|--------------|--------------|--------------------------------|--------------------|
| TOTAL CREDIT HOURS | | | | | 30 |

3.2 Program Degree Completion

Full-time students will be able to complete the program in 15 months by taking one to three courses in each of five consecutive terms. Tables 3 and 4 below show the study plan and program sequence for full-time students.

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

| Code | Type | Title | Credits |
|-----------------------|-----------------------|--|---------|
| Term 1: Fall | | | |
| QTY 8111 | Core | Research Methods | 3 |
| QTY 8220 | Core | Quality Management | 3 |
| Term 2: Winter | | | |
| QTY 8221 | Core | Business Excellence In Industry | 3 |
| QTY 8223 | Core | Operations and Supply Chain Management | 3 |
| QTY 8222 | Core | Digital Excellence | 3 |
| Term 3: Spring | | | |
| BUS 8421 | Core | Strategic Management Principles | 3 |
| QTY 8918 | Thesis Track | MSQBE Individual Consultancy Thesis I (Proposal) | 3 |
| | | OR | |
| QTY 8920 | Applied Project Track | Applied Project | 3 |
| TBD | Applied Project Track | Elective 3 | 3 |
| Term 4: Summer | | | |
| TBD | Elective | Elective 1 | 3 |
| TBD | Elective | Elective 2 | 3 |
| Term 5: Fall | | | |
| QTY 8919 | Thesis Track | MSQBE Individual Consultancy Thesis II (Final) | 3 |

Table 4. MSQBE Study plan and program sequence (**Spring Intake**)

| Code | Type | Title | Credits |
|-----------------------|-----------------------|--|---------|
| Term 1: Spring | | | |
| QTY 8111 | Core | Research Methods | 3 |
| QTY 8220 | Core | Quality Management | 3 |
| Term 2: Summer | | | |
| QTY 8221 | Core | Business Excellence In Industry | 3 |
| QTY 8223 | Core | Operations and Supply Chain Management | 3 |
| Term 3: Fall | | | |
| QTY 8222 | Core | Digital Excellence | 3 |
| BUS 8421 | Core | Strategic Management Principles | 3 |
| TBD | Elective | Elective 1 | 3 |
| Term 4: Winter | | | |
| TBD | Elective | Elective 2 | 3 |
| QTY 8918 | Thesis Track | MSQBE Individual Consultancy Thesis (Proposal) | 3 |
| | | OR | |
| QTY 8920 | Applied Project Track | Applied Project | 3 |
| TBD | Applied Project Track | Elective 3 | 3 |
| Term 5: Spring | | | |
| QTY 8919 | Thesis Track | MSQBE Individual Consultancy Thesis (Final) | 3 |

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 Education in a relevant field in Business or Engineering (Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s),

- 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.

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

Over a duration of 10 weeks (6 weeks in summer), 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 discuss key 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 MSQBE program is offered in a traditional face-to-face teaching mode. In emergency situations, course delivery will consist of technology-based virtual class sessions. Courses will be delivered over a 10-week period (6 weeks in summer) on weekdays from 4:30 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities. Assessments are conducted outside the contacts hours. Each 'Thesis' course will be delivered over a period of ten weeks (see **P 322 - Thesis Policy**).

5.3 Learning Management System (LMS)

ADSM's Learning Management System (LMS) is a customized version of Moodle 3.7. A reliable LMS is essential to the delivery of the program and enables students to access information remotely. This is an e-learning resource that hosts discussion forums, practice assessments and related reading. Independent learning is consistent with the expectations of graduate study. It provides a very effective basis for feedback and coaching improvements (formative assessment) and encourages student engagement outside of class contact hours. (Refer to **Section 8.3.1** Assessment of Classroom for further discussion on LMS).

6.0 Program Aspects of Competencies

The MSQBE 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 difficulty. 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 industry-based case studies (both international as well as GCC, and, especially, the UAE), against taught theories and concepts. Moreover, the students will also conduct guided research on a related topic in more depth which will be used to assess students' conceptual clarity and analytical ability.

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

7.0 Program Quality Assurance

7.1 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 is 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 learning 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 in accordance with the Ministry of Higher Education and Scientific Research (MoHESR)'s OBEF. The IE team reviews the Course Critical Self-Assessment Report (CSER) to examine how effectively each 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 maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean and faculty member discuss the incremental changes in the course syllabi to meet the relevant learning needs of students. Such improvements in a course syllabus are subject to the institution's Curriculum Development Committee (CDC) recommendation for approval. The Academic Dean and Program Chair, in consultation with external industry experts through the MSQBE Academic Program Advisory Committee (APAC), ensure that the curriculum of each program is relevant and up-to-date.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

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

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

8.2 Learning Resources: Library

Students have access to excellent digital resources. Although having launched a Bachelor's program (BScM) in 2024, the majority of ADSM's programs are at graduate level. Students are predominantly working professionals who visit the campus primarily during class hours. To cater to the needs of such a student body, ADSM focuses heavily on electronic learning resources. While having a dedicated library space in the campus, with a moderate collection of physical books, ADSM's library also provides access to 76,403,073 eBooks, access to EBSCO research databases and e-journals, LibriVox, public domain audiobooks, and Abu Dhabi Data, a platform of all Abu Dhabi Open Datasets. These resources can be accessed from off-campus sites (see **P 601 Library Policy**). The library supports both faculty members and students in their research-based undertakings. Student satisfaction with Library services is measured through the annual Student Survey (refer to 7.1), which includes the questions mandated by **the CHEDS (Center for Higher Education Data and Statistics)**.

8.3 Learning Resources: Technology

ADSM's campus offers a stimulating learning environment through well-equipped facilities. Each classroom is equipped with a computer that is connected to the Internet and Smartboards to support instruction and Wi-Fi for students to facilitate coursework. There are computer suites where students can complete assignments, conduct research and browse the internet. There is high-speed Wi-Fi internet access throughout the campus. The IT unit facilitates technology requirements of faculty and students. This includes training for faculty and students in the use of the LMS as the official academic platform. ADSM regularly evaluates Help Desk Tickets and assesses the problems, issues, and needs of its user community. ADSM obtains feedback from students on IT services through the Annual Student Experience Survey.

Appendices

Appendix 1. Program CLOs vs PLOs

MASTER OF SCIENCE IN QUALITY AND BUSINESS EXCELLENCE

Table 5. Core Courses

| Research Methods | | PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------------------|---|------|------|------|------|------|------|
| QTY 8111 | | | | | | | |
| Core | | | | | | | |
| CLO1 | Investigate and apply research principles to solve challenges in work environments. | x | x | | | | |
| CLO2 | Perform a review of recent literature, including the ethical concerns, related to a particular research problem. | x | | x | | | |
| CLO3 | Determine and apply appropriate research methods used to address a particular research question. | | x | | x | | |
| CLO4 | Evaluate the results from data analysis derived from a wide range of methodological approaches used in social research. | | | x | x | | |
| CLO5 | Design a research study to address a specific research question on the chosen topic. | | x | | x | | |

| Quality Management | | PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|--------------------|--|------|------|------|------|------|------|
| QTY 8220 | | | | | | | |
| Core | | | | | | | |
| CLO1 | Analyze the principles of quality management systems (QMS) to assess their effectiveness in organizational contexts. | x | | x | | | |
| CLO2 | Critically evaluate the applicability of quality improvement tools, techniques, and systems in addressing quality challenges within organizations. | | x | | x | | |
| CLO3 | Critically examine quality management approaches identifying key success factors for implementation and sustainability. | | x | x | | | |
| CLO4 | Assess the effectiveness of quality management strategies in enhancing operational efficiency, customer satisfaction, and overall organizational performance through quantitative and qualitative metrics. | | | | x | x | |
| CLO5 | Create comprehensive quality improvement plans tailored to organizational needs, integrating relevant QMS principles, approaches, and tools. | | x | | | | x |

| Business Excellence in Industry | | PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|---------------------------------|---|------|------|------|------|------|------|
| QTY 2221 | | | | | | | |
| Core | | | | | | | |
| CLO1 | Critically examine the concepts and principles of business excellence. | x | x | | | | |
| CLO2 | Analyze the implementation of business excellence models in manufacturing or service organizations. | | x | | x | | |
| CLO3 | Propose strategies for achieving business excellence across a range of different industries. | x | | | | | x |
| CLO4 | Evaluate the effectiveness of a variety of methodological approaches to business excellence. | | | x | x | | |
| CLO5 | Design and implement business excellence solutions based on best practices from industry standards. | | | x | | | x |

| Digital Excellence | | PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|--------------------|--|------|------|------|------|------|------|
| QTY 8222 | | | | | | | |
| Core | | | | | | | |
| CLO1 | Analyze the fundamental concepts and principles of Digital Excellence, its ecosystems, digital workspace, and enterprise applications that drive current digital enterprise across various industries. | x | | | | | |

| | |
|------|---|
| CLO2 | Appraise utilization of emerging technologies as essential digital platforms to drive business innovation and/or disruption to achieve business excellence and competitiveness. |
| CLO3 | Assess real-world case studies and best practices in the implementation of digital technologies, discerning successful strategies and identifying common challenges and pitfalls encountered in the adoption. |
| CLO4 | Evaluate business excellence frameworks to develop and implement digital strategies that drive innovation, disruption, and transformation within organizations. |
| CLO5 | Synthesize acquired knowledge and propose digital transformation strategies towards enterprise competitiveness that includes roadmaps for implementation, monitoring, and continuous improvement. |

| | | | | | |
|--|---|---|---|---|---|
| | x | | | | |
| | | x | | | |
| | | | x | x | |
| | | | | | x |

| | |
|--|--|
| Operations and Supply Chain Management | |
| QTY 8223 | |
| Core | |
| CLO1 | Examine a firm's operations and supply chain management with regards to competitive advantage. |
| CLO2 | Analyze organizations operations and supply chain strategy to assess organizational performance |
| CLO3 | Appraise the effects of operations and supply chain designs on employees and customers. |
| CLO4 | Critically evaluate a wide range of operations and supply chain management approaches for the prevention and resolution of issues with clients, customers, and vendors |
| CLO5 | Design an operations' and supply chain strategy to improve organizational performance and competitiveness. |

| | | | | | |
|------|------|------|------|------|------|
| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
| x | | x | | | |
| x | x | | | | |
| | x | x | | | |
| | | x | x | | |
| | | | x | | x |

| | |
|---------------------------------|--|
| Strategic Management Principles | |
| BUS 8421 | |
| Core | |
| CLO1 | Critically analyze the concepts, theories and models used in strategic management |
| CLO2 | Analyze the diverse approaches and contextual factors that may influence the strategic management and organizational transformation process/outcomes |
| CLO3 | Critically appraise a variety of levels of strategy: Corporate, business and operational |
| CLO4 | Evaluate a wide range of strategic approaches past and present |
| CLO5 | Synthesize and comment critically on the strategic position of the organization. |

| | | | | | |
|------|------|------|------|------|------|
| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
| | x | x | | | |
| | | | x | | |
| | | x | | | x |
| | x | | x | | |
| | | x | | | x |

| | |
|--|--|
| MSQBE Individual Consultancy Thesis I (Proposal) | |
| QTY8918 | |
| Thesis | |
| 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 consultancy thesis 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 | | | |
| | | x | x | | |
| | x | | | x | |

| | |
|--|---|
| MSQBE Individual Consultancy Thesis II (Final) | |
| QTY8919 | |
| Thesis | |
| 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 | | |
| | | x | | x | |
| | x | | x | | x |

| MSQBE Applied Project | |
|-----------------------|---|
| QTY8920 | |
| Applied Project | |
| CLO1 | Appraise current issues and complex organizational problems to identify and define the project scope. |
| CLO2 | Utilize advanced retrieval skills to evaluate the relevant literature and secondary data. |
| CLO3 | Critically apply advanced analytical skills to synthesize evidence and contextual knowledge. |
| CLO4 | Formulate practical, evidence-based recommendations and solutions. |
| CLO5 | Communicate project outputs clearly to professional and academic audiences using appropriate conventions. |

| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------|------|------|------|------|------|
| x | x | x | | | x |
| x | | | x | | |
| x | | x | x | | |
| | x | | | x | x |
| | | | | | x |

Table 6. Elective Courses

(Students take 2 electives for the Thesis Track, or 3 electives for the Applied Project Track)

| Excellence in Customer Service | |
|--------------------------------|--|
| QTY 8424 | |
| Elective | |
| CLO1 | Analyze customer service principles and best practices across various industries that contribute to exceptional customer experiences and satisfaction. |
| CLO2 | Evaluate different strategies for measuring and assessing customer satisfaction and loyalty to identify areas for improvement and opportunities for innovation. |
| CLO3 | Critically assess the impact of customer-centric culture and aligning organizational goals with customer needs to achieve business excellence. |
| CLO4 | Evaluate the role of technology in enhancing customer service delivery considering their effectiveness in improving responsiveness, efficiency, and personalization. |
| CLO5 | Create a comprehensive customer service strategy tailored to a specific industry or organization and outline actionable steps for delivering memorable customer experiences. |

| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------|------|------|------|------|------|
| x | | x | | | |
| | | | x | x | |
| x | x | | | | |
| | | x | | x | |
| | x | | | | x |

| Sustainability and Circular Economy | |
|-------------------------------------|--|
| BUS 8425 | |
| Elective | |
| CLO1 | Research and apply the principles of sustainable development in organizational contexts |
| CLO2 | Analyze the concepts and theories of sustainability and the circular economy |
| CLO3 | Appraise business models related to sustainable development |
| CLO4 | Critically assessing tools and techniques for evaluating problems of sustainability and the circular economy |
| CLO5 | Propose action plans and policies based on current research related to sustainability and the circular economy |

| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------|------|------|------|------|------|
| x | | | x | | |
| | x | | | x | |
| | x | x | | | |
| x | | x | | | |
| | | | | x | x |

| Project Management | |
|--------------------|---|
| BUS 8426 | |
| Elective | |
| CLO1 | Research the main concepts and principles for managing projects |
| CLO2 | Analyse approaches to managing risks during project lifecycles |
| CLO3 | Critically analyse a range of practices for managing the scope, time and costs of projects |
| CLO4 | Appraise different project management tools and techniques in multidisciplinary environments |
| CLO5 | Propose appropriate strategies for managing problems of improvement and innovation projects in real-world organisations |

| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------|------|------|------|------|------|
| x | | | x | | |
| x | | x | | | |
| | | x | | x | |
| | x | | x | | |
| | x | | | | x |

| Innovation and Entrepreneurship | |
|---------------------------------|--|
| BUS 8420 | |
| Elective | |
| CLO1 | Critically examine current trends in innovation to identify characteristics of successful entrepreneurs. |

| PLO1 | PLO2 | PLO3 | PLO4 | PLO5 | PLO6 |
|------|------|------|------|------|------|
| x | | x | | | |

| | |
|------|--|
| CLO2 | Analyze the roles of innovation and entrepreneurship in the transformation of organizational processes. |
| CLO3 | Assess the importance of sustaining innovation and implement entrepreneurial ecosystems for team development |
| CLO4 | Analyze and apply key concepts and theories relating to innovation and entrepreneurship to overcome organizational challenges. |
| CLO5 | Propose innovative strategies using recent research in technology management to achieve sustainable competitive advantage. |

| | | | | | |
|---|---|---|---|--|---|
| x | x | | | | |
| | x | | x | | |
| | | x | | | x |
| | | | x | | x |

Appendix 2. MSQBE Program Admission Criteria

Conditional Admissions into the MSQBE 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 students will need to demonstrate an adequate level of English language proficiency to enrol.

Appendix 3. QFEmirates Strands of Learning Outcomes for Level 7

Table 9. QFEmirates level 7 – Knowledge, Skills, and Responsibility

| 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 behavior, responsible citizenship, and co-existence with others. |