

Abu Dhabi School of Management

Bachelor of Science in Management

‘BScM’

Program Outline

Submitted to the Commission for
Academic Accreditation

Ministry of Higher Education and Scientific Research
United Arab Emirates

Description	Date
ADSM BScM Consolidated Program Outline	14 July 2026

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1.0 Executive Summary

Abu Dhabi School of Management (ADSM) is a subsidiary of the Abu Dhabi Chamber of Commerce and Industry (ADDCI) and was established in 2011 as a unique business school in the region, focusing on innovation and entrepreneurship.

The Bachelor of Science in Management (BScM) program offered by ADSM was initially accredited by the Commission for Academic Accreditation (CAA), Higher Education Affairs - Ministry of Education, on October 16, 2023 (E1.0 CAA Initial Accreditation of the BScM).

Since its initial accreditation, the program has provided students with a comprehensive foundation in management, entrepreneurship, innovation, and responsible business practices while supporting the strategic priorities of the Emirate of Abu Dhabi and the United Arab Emirates.

As part of ADSM's commitment to continuous quality enhancement and outcomes-based curriculum development, this substantive change application proposes a revised curriculum structure that maintains the integrity of the existing Bachelor of Science in Management while introducing **two academic concentrations** within the program. Rather than establishing separate academic degree programs, the proposed revision enables students to pursue one of the following curriculum pathways within the same BScM degree:

- **General Management Stream**
- **AI and Digital Technologies Concentration**
- **Digital Marketing Concentration**

This revised curriculum architecture preserves a common academic foundation for all students while providing opportunities to develop deeper disciplinary knowledge in emerging areas of business practice that are aligned with national priorities, employer expectations, and future workforce requirements.

The revised BScM maintains the existing Program Learning Outcomes (PLOs), preserves the approved academic standards of the program, and continues to satisfy the requirements of **QF Emirates Level**

6. The proposed concentrations build upon the common management curriculum through focused study in Artificial Intelligence and Digital Technologies or Digital Marketing without altering the overall academic identity of the degree. Accordingly, all graduates will receive the award of **Bachelor of Science in Management**, with students completing either the General Management Stream or one of the approved concentrations.

The revised curriculum consists of **123 credit hours** distributed across General Education, Core Business Courses, Core Electives, Business Internship, and concentration-specific study. Students enrolled in the General Management Stream will benefit from guided exposure to both concentration areas through selected courses while retaining flexibility to complete additional electives from either concentration. Students pursuing a concentration will complete the same General Education and Core Business curriculum as all BScM students together with additional concentration requirements that provide greater depth in their chosen field.

The proposed revisions have been informed by comprehensive curriculum benchmarking, stakeholder consultation, labour market analysis, industry engagement, and Curriculum Development Committee (CDC) deliberations. During the curriculum redevelopment process, ADSM initially explored several specialization models, including standalone majors. Following institutional review and consideration of stakeholder feedback, the preferred implementation model evolved into a concentration-based curriculum that preserves a unified Bachelor of Science in Management while providing structured pathways for disciplinary specialization. Since the proposed concentrations retain the same academic focus, graduate competencies, learning outcomes, and curriculum content originally evaluated through stakeholder consultation, the existing survey findings and CDC recommendations remain fully applicable to the revised curriculum model.

The curriculum has been designed to strengthen graduate employability by integrating contemporary business knowledge with emerging digital competencies while maintaining strong alignment with the UAE Vision 2031, the National Artificial Intelligence Strategy 2031, the National Digital Economy Strategy, and the Commission for Academic Accreditation's Outcomes-Based Evaluation Framework (OBEF). The proposed curriculum further reinforces ADSM's mission of preparing graduates who demonstrate ethical leadership, innovation, analytical capability, entrepreneurial thinking, and lifelong learning within rapidly evolving business environments. Through this substantive change, ADSM seeks to enhance the flexibility, relevance, and future readiness of the Bachelor of Science in Management while preserving the academic coherence of the program and ensuring continued compliance with national accreditation standards and institutional quality assurance requirements.

2. Program Structure

2.1 Table2.1 BScM Concentration (AI & Digital Technologies)

General Education Courses				
#	Course Code	Course Title	Credit Hours	Pre-requisite(s)
1	ENG101	English I	3	None
2	GED100	History and Culture of the Arab World	3	None
3	GED120	Introduction to Logic and Critical Thinking	3	None
4	MTH101	Mathematics for Business	3	None
5	ENGL102	English II	3	ENGL101
6	MIS101	Fundamentals in Management Information Systems	3	None
7	MTH102	Introduction to Probability & Statistics	3	MTH101
8	GED110	Emirati Studies	3	None
9	GEDXXX	GED Elective	3	None
GED Credits		27 CH		
Core Courses				
10	BUS201	Introduction to Business	3	None
11	MGT201	Fundamentals in Management	3	None
12	ECN201	Principles of Microeconomics	3	MTH101
13	ACC201	Fundamentals of Financial & Managerial Accounting	3	MTH101
14	MKT201	Principles of Marketing	3	None

15	INE200	Entrepreneurship & Innovation	3	MGT201
16	BUS220	Research Methods	3	BUS201
17	FIN201	Introduction to Finance	3	MTH101
18	ECN202	Principles of Macroeconomics	3	MTH102
19	MGT220	Operations & Supply Chain Management	3	MTH102, MIS101
20	MGT301	Human Resources Management	3	MGT201
21	DGM210	Emerging AI & Digital Technologies	3	MIS101
22	MGT310	Organizational Behavior	3	MGT201
23	MGT320	Project Management	3	MGT201
24	BUS301	Business Analytics	3	MIS101
25	BUS310	Business Law	3	BUS201
26	MGT330	Fundamentals in Leadership	3	MGT201
27	MGT340	Quality Management	3	MGT201
28	DGM310	AI & Digital Transformation	3	DGM210
29	DGM320	Fundamentals in Machine Learning for Business	3	MIS101
30	MGT401	Business Strategy	3	ECN202, MKT201, MGT220, FIN201
31	MGT410	Business Ethics and Social Responsibility	3	MGT201
32	DGM420	AI for Business Decision-Making	3	BUS301
33	MGT430	Competitiveness & Sustainability	3	MGT401

34	MGT450	Business Internship	3	Successful completion of at least 90 credit hours from the total program credits
35	Core Credits (including Business Internship)	75 CH		
Core Electives – choose 2 of 8				
35	MGT420	Managing Global Perspectives	3	None
36	MTH201	Quantitative Methods	3	MTH101
	DGM 410	Business Solutions with Artificial Intelligence	3	Year 4
	FIN471	Entrepreneurial Finance	3	FIN201
	MGT 472	Family & Small Business Management	3	INE 200
	MGT 473	International Entrepreneurship	3	INE 200
	MGT 474	Public Sector Management	3	MGT 201
	MGT 475	Healthcare Management	3	MGT 301
Core Elective Credits		6 CH		
Required Introductory Concentration Courses – one from each concentration				
37	DGM301	AI & Digital Products	3	DGM210, MKT201
38	DMKT321	AI & Automation in Digital Marketing	3	MKT201
Introductory Core Credits		6 CH		

Electives – choose 3 of 6, from the combined AI & Digital Technologies and Digital Marketing elective pools (Section 7.4)

39	DGM431	Data Analytics & Visualization for Business	3	None
40	DGM432	AI Ethics, Governance & Responsible Innovation	3	None
41	DGM434	Digital Innovation & Technology Entrepreneurship	3	None
X	DMKT421	Digital Marketing Analytics & Insights	3	None
	DMKT422	E-Commerce & Omnichannel Strategy	3	None
	DMKT423	Content Strategy & Digital Storytelling	3	None
TOTAL Elective Credits		9 CH		
TOTAL BScM (General Stream)		123 CH		

Table2.2 BScM Concentration (AI & Digital Technologies)

General Education Courses				
#	Course Code	Course Title	Credit Hours	Pre-requisite(s)
1	ENG101	English I	3	None
2	GED100	History and Culture of the Arab World	3	None
3	GED120	Introduction to Logic and Critical Thinking	3	None
4	MTH101	Mathematics for Business	3	None
5	ENGL102	English II	3	ENGL101
6	MIS101	Fundamentals in Management Information Systems	3	None

7	MTH102	Introduction to Probability & Statistics	3	MTH101
8	GED110	Emirati Studies	3	None
9	GEDXXX	GED Elective	3	None
GED Credits		27 CH		
Core Courses				
10	BUS201	Introduction to Business	3	None
11	MGT201	Fundamentals in Management	3	None
12	ECN201	Principles of Microeconomics	3	MTH101
13	ACC201	Fundamentals of Financial & Managerial Accounting	3	MTH101
14	MKT201	Principles of Marketing	3	None
15	INE200	Entrepreneurship & Innovation	3	MGT201
16	BUS220	Research Methods	3	BUS201
17	FIN201	Introduction to Finance	3	MTH101
18	ECN202	Principles of Macroeconomics	3	MTH102
19	MGT220	Operations & Supply Chain Management	3	MTH102, MIS101
20	MGT301	Human Resources Management	3	MGT201
21	DGM210	Emerging AI & Digital Technologies	3	MIS101
22	MGT310	Organizational Behavior	3	MGT201
23	MGT320	Project Management	3	MGT201
24	BUS301	Business Analytics	3	MIS101
25	BUS310	Business Law	3	BUS201
26	MGT330	Fundamentals in Leadership	3	MGT201
27	MGT340	Quality Management	3	MGT201
28	DGM310	AI & Digital Transformation	3	DGM210

29	DGM320	Fundamentals in Machine Learning for Business	3	MIS101
30	MGT401	Business Strategy	3	ECN202, MKT201, MGT220, FIN201
31	MGT410	Business Ethics and Social Responsibility	3	MGT201
32	DGM420	AI for Business Decision-Making	3	BUS301
33	MGT430	Competitiveness & Sustainability	3	MGT401
34	MGT450	Business Internship	3	Successful completion of at least 90 credit hours from the total program credits
35	Core Credits (including Business Internship)	75 CH		
Core Electives – choose 2 of 8				
35	MGT420	Managing Global Perspectives	3	None
36	MTH201	Quantitative Methods	3	MTH101
X	DGM 410	Business Solutions with Artificial Intelligence	3	Year 4
	FIN471	Entrepreneurial Finance	3	FIN201
	MGT 472	Family & Small Business Management	3	INE 200
	MGT 473	International Entrepreneurship	3	INE 200
	MGT 474	Public Sector Management	3	MGT 201
	MGT 475	Healthcare Management	3	MGT 301
Core Elective Credits		6 CH		
AI & Digital Technologies – Concentration-Specific Courses				

37	DGM301	AI & Digital Products	3	DGM210, MKT201
38	DGM330	Blockchain & Digital Platforms	3	MIS101
39	DGM340	Cloud Computing & Digital Platforms	3	DGM210
40	DGM433	Internet of Things (IoT) & Smart Systems	3	DGM210
Concentration Core Credits		12 CH		
AI & Digital Technologies – Concentration Elective Course- One course chosen from the pool of concentration elective courses				
41	Concentration Elective		3 CH	XXX
X	DGM431	Data Analytics & Visualization for Business	3	None
	DGM432	AI Ethics, Governance & Responsible Innovation	3	None
	DGM434	Digital Innovation & Technology Entrepreneurship	3	None
TOTAL Concentration-Credits		15 CH		
TOTAL BScM (AI & Digtial Technologies Concentration)		123 CH		

Table 2.3 BScM Concentration (Digital Marketing)

General Education Courses				
#	Course Code	Course Title	Credit Hours	Pre-requisite(s)
1	ENG101	English I	3	None
2	GED100	History and Culture of the Arab World	3	None
3	GED120	Introduction to Logic and Critical Thinking	3	None
4	MTH101	Mathematics for Business	3	None
5	ENGL102	English II	3	ENGL101
6	MIS101	Fundamentals in Management Information Systems	3	None
7	MTH102	Introduction to Probability & Statistics	3	MTH101
8	GED110	Emirati Studies	3	None
9	GEDXXX	GED Elective	3	None
GED Credits		27 CH		
Core Courses				
10	BUS201	Introduction to Business	3	None
11	MGT201	Fundamentals in Management	3	None
12	ECN201	Principles of Microeconomics	3	MTH101
13	ACC201	Fundamentals of Financial & Managerial Accounting	3	MTH101
14	MKT201	Principles of Marketing	3	None
15	INE200	Entrepreneurship & Innovation	3	MGT201
16	BUS220	Research Methods	3	BUS201

17	FIN201	Introduction to Finance	3	MTH101
18	ECN202	Principles of Macroeconomics	3	MTH102
19	MGT220	Operations & Supply Chain Management	3	MTH102, MIS101
20	MGT210	Human Resources Management	3	MGT201
21	DGM210	Emerging AI & Digital Technologies	3	MIS101
22	MGT310	Organizational Behavior	3	MGT201
23	MGT320	Project Management	3	MGT201
24	BUS301	Business Analytics	3	MIS101
25	BUS310	Business Law	3	BUS201
26	MGT330	Fundamentals in Leadership	3	MGT201
27	MGT340	Quality Management	3	MGT201
28	DGM310	AI & Digital Transformation	3	DGM210
29	DGM320	Fundamentals in Machine Learning for Business	3	MIS101
30	MGT401	Business Strategy	3	ECN202, MKT201, MGT220, FIN201
31	MGT410	Business Ethics and Social Responsibility	3	MGT201
32	DGM420	AI for Business Decision-Making	3	BUS301
33	MGT430	Competitiveness & Sustainability	3	MGT401

34	MGT450	Business Internship	3	Successful completion of at least 90 credit hours from the total program credits
35	Core Credits (including Business Internship)	75 CH		
Core Electives – choose 2 of 7				
35	MGT420	Managing Global Perspectives	3	None
36	MTH201	Quantitative Methods	3	MTH101
X	FIN471	Entrepreneurial Finance	3	FIN201
	MGT 472	Family & Small Business Management	3	INE 200
	MGT 473	International Entrepreneurship	3	INE 200
	MGT 474	Public Sector Management	3	MGT 201
	MGT 475	Healthcare Management	3	MGT 301
Core Elective Credits		6 CH		
Digital Marketing – Concentration-Specific Courses				
37	DMKT310	Social Media Marketing	3	MKT201
38	DMKT320	E-Marketing Services	3	MKT201, MIS101
39	DMKT321	AI & Automation in Digital Marketing	3	MKT201

40	DMKT323	Digital Marketing Tools and Applications	3	MIS101, MKT201
Concentration Core Credits		12 CH		
Digital Marketing – Concentration Elective Course- One course chosen from the pool of concentration elective courses				
41	Concentration Elective		3 CH	XXX
X	DMKT421	Digital Marketing Analytics & Insights	3	None
	DMKT422	E-Commerce & Omnichannel Strategy	3	None
	DMKT423	Content Strategy & Digital Storytelling	3	None
TOTAL Concentration-Credits		15 CH		
TOTAL BScM (Digital Marketing Concentration)		123 CH		

3.0 Program Learning Outcomes, Course Learning Outcomes, and Curriculum Mapping

3.1 BScM Program Learning Outcomes

The proposed curriculum revision preserves the academic integrity of the Bachelor of Science in Management (BScM) by maintaining the existing Program Learning Outcomes (PLOs) with NO change. The PLOs are as follows:

- PLO1: Identify specialized factual and theoretical knowledge in management that address internal challenges facing business/organization.
- PLO2: Categorize the external forces influencing the business/organization position, its social responsibility, and ethical practices.

- PLO3: Develop technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management.
- PLO4: Use appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.
- PLO5: Demonstrate the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information.
- PLO6: Evaluate the importance of teamwork in the achievement of organizational outcomes.
- PLO7: Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.

3.2 BScM Concentration Learning Outcomes (CLOs) and Skills

The Bachelor of Science in Management adopts a common set of Program Learning Outcomes while providing students with opportunities to pursue additional disciplinary depth through structured academic concentrations.

To support this curriculum model, each concentration includes a set of Concentration Learning Outcomes that articulate the specialized knowledge, technical competencies, and applied skills expected of students completing that concentration. These outcomes complement the Program Learning Outcomes by extending graduate capability within specific disciplinary contexts while maintaining consistency with the overall educational objectives of the Bachelor of Science in Management.

The concentration learning outcomes were developed through curriculum benchmarking, labour market analysis, stakeholder consultation, and Curriculum Development Committee deliberations to ensure that they reflect contemporary business practice, emerging industry requirements, and national economic priorities.

Each concentration learning outcome has been mapped against the Program Learning Outcomes, QFEmirates Level 6 descriptors, and the Commission for Academic Accreditation's Outcomes-Based Evaluation Framework to ensure constructive alignment throughout the curriculum.

The concentration learning outcomes also guide the design of concentration-specific courses by informing curriculum content, learning activities, assessment strategies, and graduate competency development. This alignment ensures that students progressively develop both the broad managerial capabilities expected of all BScM graduates and the specialized competencies associated with their selected concentration.

The concentration learning outcomes apply exclusively to the concentration pathway undertaken by the student and do not alter the Program Learning Outcomes of the Bachelor of Science in Management.

Benchmarking of concentration learning outcomes for each concentration was undertaken with selected universities in the UAE (E3.1 Benchmarking of LOs). This confirmed the alignment of the concentrations with the various indicators noted above and expected outcomes.

3.2.1 Bachelor of Science in Management (Concentration in AI & Digital Technologies) Concentration Description

The AI and Digital Technologies Concentration prepares students to understand the role of emerging digital technologies in contemporary organizations and equips them with the knowledge required to contribute to digitally enabled business environments.

Building upon the common management curriculum, the concentration develops students' understanding of artificial intelligence, business analytics, digital transformation, and technology-enabled decision making while emphasizing ethical practice, responsible innovation, and organizational value creation.

The concentration has been designed to support national priorities relating to digital transformation, artificial intelligence, and the development of knowledge-based industries. Graduates will be prepared to contribute to organizations undergoing digital transformation while applying management principles within technology-enabled business contexts.

The concentration complements the broader Bachelor of Science in Management by providing additional disciplinary depth without altering the overall graduate profile or qualification awarded.

Table 3.2.1a show the AICLOs, mapping to PLOs, QFE strands, and benchmarking support. Table 3.2.1b shows the skills aligned with the concentration and AICLOs.

Table 3.2.1a AICLOs for Concentration in AI & Digital Technologies

#	AICLO	Linked PLOs	Dominant QF strand(s)	Benchmarking focus
AICLO1	Identify key concepts, terminology, and functions related to management and business operations.	PLO1, PLO3	K	Business foundations and management terminology
AICLO2	Describe internal organizational processes and how they contribute to business performance.	PLO1, PLO6	K, S	Internal process understanding and collaboration
AICLO3	Examine external environmental factors, including ethical and social considerations, affecting businesses and organizations.	PLO2, PLO4	K, S, R	External environment, ethics, social responsibility
AICLO4	Interpret the role of digital technologies and data in supporting business activities and decision-making.	PLO7, PLO3	K, S	Digital and data interpretation
AICLO5	Apply basic management and analytical tools to address simple business problems.	PLO3, PLO5	S, R	Applied problem-solving and decision support

Table 3.2.1b Concentration Skills and Alignment with AICLOs

Concentration Skill	Mapped Concentration AICLOs	Reason for Mapping
Identify key concepts in AI, data analytics, and digital technologies	AICLO4, AICLO1	AICLO4 covers digital technologies and data. AICLO1 supports foundational terminology and business concepts.
Recognize the role of digital transformation in business processes	AICLO4, AICLO2	AICLO4 addresses the role of digital technologies, while AICLO2 connects this to internal organizational processes.

Apply basic data analysis and digital tools to solve business problems	AICLO4, AICLO5	AICLO4 covers data and digital tools, while MLO5 covers applying analytical tools to business problems.
Demonstrate responsible use of digital technologies and teamwork in projects	AICLO4, AICLO3, AICLO2	AICLO4 covers digital technology use, AICLO3 covers ethical and social considerations, and AICLO2 links to teamwork and organizational processes.

3.2.2 Bachelor of Science in Management (Concentration in Digital Marketing) Concentration Description

The Digital Marketing Concentration provides students with specialized knowledge in contemporary digital marketing practices while building upon the shared management curriculum of the Bachelor of Science in Management.

Students develop competencies in digital communication, customer engagement, branding, digital platforms, content development, consumer behaviour, marketing analytics, and online business strategies within ethical, cultural, and professional contexts.

The concentration responds to the increasing importance of digital marketing across both public and private sectors and supports the development of graduates capable of contributing to customer-focused organizations operating within rapidly evolving digital environments.

Graduates completing this concentration will possess a strong management foundation together with specialized marketing competencies that enhance career opportunities across a wide range of industries.

Table 3.2.2a show the DMCLOs, mapping to PLOs, QFE strands, and benchmarking support. Table 3.2.2b shows the skills aligned with the concentration and DMCLOs.

Table 3.2.2a DMCLOs for Concentration in Digital Marketing

#	DMCLO	Linked PLOs	Dominant QF strand(s)	Benchmarking focus
DMCLO1	Identify key concepts of digital marketing, including social media, branding, and online communication in business contexts.	PLO1, PLO3	K	Digital marketing foundations
DMCLO2	Describe patterns of consumer behavior and digital engagement in online environments.	PLO1, PLO4	K, S	Consumer behavior and engagement insight
DMCLO3	Examine the role of digital platforms and tools in supporting marketing activities and customer engagement.	PLO7, PLO3	K, S	Digital platforms and customer engagement
DMCLO4	Assess ethical and cultural considerations affecting digital marketing practices in the UAE context.	PLO2, PLO6	S, R	Ethical, cultural, and contextual judgment
DMCLO5	Apply digital marketing tools to develop basic online campaigns and content for business audiences and market needs.	PLO3, PLO5	S	Campaign and content application

Table 3.2.2b Concentration Skills and Alignment with DMCLOs

Concentration Skill	Mapped Concentration DMCLOs	Reason for Mapping
Identify fundamental digital marketing concepts and tools	DMCLO1, DMCLO3	DMCLO1 covers digital marketing concepts, branding, social media, and online communication. DMCLO3 covers digital platforms and tools.
Recognize consumer behavior and digital engagement strategies	DMCLO2, DMCLO3	DMCLO2 directly addresses consumer behavior and digital engagement. DMCLO3 supports customer engagement through digital platforms.

Concentration Skill	Mapped Concentration DMCLOs	Reason for Mapping
Apply digital marketing tools to create basic campaigns	DMCLO5, DMCLO3	DMCLO5 focuses on applying digital marketing tools to develop campaigns and content. DMCLO3 supports the use of platforms and tools.
Demonstrate ethical awareness and teamwork in marketing activities	DMCLO4, DMCLO5	DMCLO4 addresses ethical and cultural considerations. DMCLO5 supports practical campaign work that may involve teamwork and applied skills.

4. Course Learning Outcomes and Mapping to GLOs and PLOs

Course Learning Outcomes (CLOs) and their mapping to the GLOs /PLOs are shown in the Appendix.

5. Quality Assurance

Quality assurance procedures embedded within ADSM's normal course quality-assurance system. Program Chairs review student engagement, attendance, achievement and feedback across courses, and faculty include commentary and data on the course in the Course Self-Evaluation Report (CSER). The Office of Institutional Effectiveness maintains the standard quality-assurance procedures and reporting for all courses, with effectiveness and corrective actions reviewed through the normal academic quality cycle.

Appendix 1. Program mapping CLOs vs. PLOs CLOs vs GLOs

BACHELOR OF SCIENCE IN MANAGEMENT

General Education Core Courses

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

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 100 History and Culture of the Arab World	CLO1 Recognize the historical background and values of the Arab world, particularly concerning the development of Islam's influence on Arab identity.	X						
	CLO2 Indicate the impact of global and local economic developments on Islamic values.	X						
	CLO3 Describe the cultural and artistic contributions of the Arab world to the broader global community, particularly in the fields of literature, art, architecture and sciences	X						
	CLO4 Identify the complexity and richness of Arab culture and society and appraise the Islamic cultural and historical context that shapes the social interaction in Arab world today.	X		X				
	CLO5 Discuss Islam's contributions to the Middle East's business, entrepreneurship, and leadership identity, with a focus on the U.A.E.	X		X				

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 120 Introduction to Logic and Critical Thinking	CLO1 Recognize the key elements of logic and critical thinking.			X				
	CLO2 Apply the main tools, techniques, and procedures used for developing logic and critical thinking skills.			X				X
	CLO3 Develop and communicate arguments using deductive and inductive reasoning, demonstrating critical and logical coherence.			X		X		
	CLO4 Examine key obstacles to the development of logic and critical thinking, and propose solutions through structured analysis and reasoning.			X				X

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
MTH 101 Mathematics for Business	CLO1 Comprehend and apply fundamental algebraic concepts.				X			
	CLO2 Express quantitative situations with appropriate numerical, graphical, and algebraic procedures suitable for different businesses.				X			
	CLO3 Develop effective problem-solving strategies and validation techniques for both well-defined and ill-defined problem situations.			X				X
	CLO4 Integrate various numerical, graphical, algebraic methods in solving business challenges.				X			X
	CLO5 Model quantitative phenomena using numerical and algebraic methods to analyze the impact of changes in problem parameters.				X			

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
ENG 102 English II	CLO1	Engage appropriate procedures to select relevant literature from a variety of academic sources.							X
	CLO2	Identify and connect ideas to produce coherent conclusions and recommendations.			X				
	CLO3	Summarize information from academic literature to develop well-supported arguments and informed conclusions.			X				
	CLO4	Demonstrate the ability to communicate effectively in oral presentations.					X	X	

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

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
MTH 102 Introduction to Probability & Statistics	CLO1 Understand the basic principles of probability, statistics, and data analysis.				X			
	CLO2 Calculate and interpret measures of central tendency (mean, median, mode) and dispersion (variance, standard deviation)..				X			
	CLO3 Apply appropriate probabilistic and statistical methods to analyze business data.				X			
	CLO4 Analyze relationships between variables using correlation techniques and appropriate statistical methods.				X			
	CLO5 Interpret statistical results to support data-driven decision-making in real-world business scenarios.				X			X

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

Table 12: General Education Electives

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

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
	CLO3		X				X	
	CLO4					X		
	CLO5		X					X

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 140 Environment Sciences and Sustainability	CLO1	X						
	CLO2	X						
	CLO3	X				X		

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
	CLO4	Identify a range of alternative energy sources and their current uses.	X						
	CLO5	Discuss the importance of species diversity in achieving environmental sustainability.	X		X				

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 142 Nutrition and Health	CLO1	Summarize and communicate the Recommended Dietary Allowances (RDA), Dietary Guidelines, Food Guide Pyramid, Food Exchange System, and Nutrition Facts food label.					X		
	CLO2	Describe the six classes of nutrients, including carbohydrates, fats, proteins, vitamins, minerals and water.					X		
	CLO3	Discuss key facts relating to digestion and absorption, functions, food sources, and current recommendations for the most common macro- and micro-nutrients present in the food supply.			X				

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
	CLO4 Examine diet-related chronic diseases and how nutrition and exercise are used as means for prevention.							X
	CLO5 Explain ways to maintain a healthy body weight and address eating disorders.			X				

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 150 Human Interaction and Behavior	CLO1 Discuss how communication and human interaction influence human behavior.	X						
	CLO2 Describe key theories and models of communication and how they have evolved over time.	X						
	CLO3 Compare verbal, non-verbal, and mediated forms of communication and their role in human interaction.	X				X		
	CLO4 Apply effective communication and human interaction approaches in individual, interpersonal, group, organizational, and intercultural contexts.						X	X

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

Table 13 : Management Program - Core courses

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

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 201 Fundamentals in Management	CLO1 Identify the core functions and basic concepts of management in the context of entrepreneurial ventures, corporations, and government organizations.	X				X		
	CLO2 Identify the range of areas within an organization where management skills are critical.	X		X				
	CLO3 Explain the role of effective planning, decision-making and human resource management in organizational contexts			X		X		
	CLO4 Discuss the impact of the organizational culture and ethics on managerial behavior and organizational performance		X				X	
	CLO5 Indicate the relevance of different organizational structures to diverse organizational types.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ECN 201 Principles of Microeconomics	CLO1	Explain the fundamental concepts of microeconomics, including the Ten Principles of Economics, scarcity, and opportunity cost, and illustrate these concepts using basic economic graphs and models.	X			X			
	CLO2	Discuss consumer choice theory to analyze consumer behavior and interpret various measures of demand and supply.	X				X		
	CLO3	Analyze the theory of the firm and differentiate between the models of perfect and imperfect competition, illustrating their implications for market outcomes			X		X		
	CLO4	Explain resource markets and identify the links between resource and product markets.	X			X			
	CLO5	Assess the underlying causes of market imperfections and discuss the effectiveness of various policy remedies.			X	X			

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
	CLO6	Analyze the relationship between productivity and costs, and compute and differentiate between short-run and long-run costs faced by firms.	X		X				

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ACC 201 Fundamentals of Financial & Managerial Accounting	CLO1	Identify necessary financial statements of the corporations.		X			X		
	CLO2	Describe how the use of a variety of accounting methods, principles and disclosures impact business financial reporting.		X			X		
	CLO3	Apply appropriate accounting mechanisms and reporting requirements for the major categories of assets and liabilities			X			X	
	CLO4	Recognize concepts and methods related to costs and measure their impact on business performance			X			X	
	CLO5	Evaluate the financial and managerial accounting issues commonly faced by businesses			X		X		

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
INE 200 Entrepreneurship & Innovation	CLO1	Describe the entrepreneurial process and explain the role of innovation in shaping new venture creation and economic development.	X	X					
	CLO2	Analyse the characteristics and mindsets of successful entrepreneurs across different contexts.	X					X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
	CLO3	Apply creative thinking techniques to generate and refine innovative product or service ideas.	X					X	
	CLO4	Conduct basic market research to identify opportunities for the development of new ventures and develop an evidence-informed marketing plan for a new venture.	X	X			X	X	
	CLO5	Develop a feasibility study for a new venture idea, demonstrating integration of key entrepreneurial tools.					X	X	

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
FIN 201 Introduction to Finance	CLO1	Discuss the investment opportunities for firms and identify the alternative ways to finance them.	X	X					
	CLO2	Relate financial market effects to investment and financial decisions.		X					X
	CLO3	Illustrate debt and equity financing decision and capital structure theory.	X	X					
	CLO4	Apply tools for valuation of investment projects using capital budgeting techniques.			X				X
	CLO5	Analyze corporate financial statements and use appropriate tools for the selection of investment projects and valuation of companies.			X				X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ECN 202 Principles of Macroeconomics	CLO1	Explain the basic scope and importance of macroeconomics in understanding economic activity.	X	X					
	CLO2	Identify key macroeconomic variables such as GDP, inflation, and unemployment.	X	X					
	CLO3	Explain the concepts of aggregate demand and aggregate supply and their role in the economy.	X		X				
	CLO4	Demonstrate how changes in aggregate demand and aggregate supply affect output, employment, and price levels.			X		X		
	CLO5	Explain the role of government policies and financial institutions in influencing aggregate demand, aggregate supply, and overall economic performance.		X	X		X		

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 210 Emerging AI & Digital Technologies	CLO1 Identify key digital technology concepts and their everyday applications.		X					X
	CLO2 Explain the business requirements and considerations for implementing AI and digital technology applications within an enterprise.					X		X
	CLO3 Describe digital citizenship concepts including responsible use, online behavior, privacy awareness, and user rights within digital environments.		X		X			
	CLO4 Explain how AI and emerging digital technologies support organizational workflows and enable digital operations across different sectors.				X			X
	CLO5 Propose AI and digital technology solutions for real-world organizational problems using appropriate tools and strategies.					X		X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 220 Operations & Supply Chain Management	CLO1 Identify the role of operations strategy and productivity in addressing internal organizational challenges.	X						
	CLO2 Apply process design, improvement, capacity, and quality management concepts to improve operational performance.			X				
	CLO3 Use quantitative forecasting, inventory, and planning techniques to support operational and supply chain decisions.			X				
	CLO4 Apply operations management concepts related to work design, supply chain management, and lean operations to improve operational efficiency and address organizational challenges.		X	X				
	CLO5 Associate analytical and digital tools with operational and supply chain contexts to support effective managerial decision-making.		X			X	X	X

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 310 Organizational Behavior	CLO1	Explain the theories underpinning individual and group behavior in organizations	X					X	
	CLO2	Identify key aspects of individual, group and organizational behavior that are central to organizational development and change.	X					X	
	CLO3	Evaluate how individual values, styles, and preferences affect motivation and organizational performance.		X			X		
	CLO4	Discuss the key influences on group dynamics in teams within an organization.		X				X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 320	CLO1	Discuss the role that project management plays in the achievement of an organization's strategic goals.	X					X	
	CLO2	Recognize the importance of the human, cultural and leadership dimensions of an organization in the successful management of projects.	X					X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
Project Management	CLO3	Develop a project schedule using appropriate tools and techniques.			X				X
	CLO4	Estimate project times and costs, and how they can be reduced through effective leadership of project teams.			X			X	
	CLO5	Determine how project performance can be measured, and when interventions are necessary.			X				X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 301 Business Analytics	CLO1	Appraise concepts in business analytics and its applications in management.		X		X			
	CLO2	Examine ethical considerations in the use of business analytics for decision-making.		X		X			
	CLO3	Demonstrate the ability to collect, clean, and manipulate various types of business data.			X				X
	CLO4	Investigate a wide range of business analytics approaches and tools to analyze business data.			X				X
	CLO5	Present business analytics solutions for enterprises to optimize business processes			X				X

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

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 310 AI & Digital Transformation	CLO1 Summarize the fundamental principles of digital transformation technologies applicable to business.				X			X
	CLO2 Discuss digital transformation technologies in the context of innovation.				X	X		
	CLO3 Select appropriate digital transformation tools for the analysis of business data.			X				X
	CLO4 Investigate how processes and procedures relating to digital transformation technologies contribute to solving business challenges.				X			X
	CLO5 Model business solutions based on digital transformation technologies analysis.			X		X		

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

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

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

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

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

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 450 Business Internship	CLO1	Discuss the workplace dynamics and professional expectations of the organization in which the internship occurs.	X	X		X			
	CLO2	Apply knowledge, skills and competencies from the program relevant to the tasks assigned in the workplace setting.		X	X				X
	CLO3	Communicate effectively and professionally using written reports and oral presentations.				X		X	X
	CLO4	Evaluate the internship experience in determining professional and career goals.			X		X	X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 450 Business Internship	CLO1	Discuss the workplace dynamics and professional expectations of the organization in which the internship occurs.	X	X		X			
	CLO2	Apply knowledge, skills and competencies from the program relevant to the tasks assigned in the workplace setting.		X	X				X
	CLO3	Communicate effectively and professionally using written reports and oral presentations.				X		X	X
	CLO4	Evaluate the internship experience in determining professional and career goals.			X		X	X	

Table 14 Management Program - Core Elective courses

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 420 Managing Global Perspectives	CLO1	Discuss the role of culture, and cross-cultural communication and negotiation in organizational decision-making.	X					X	
	CLO2	Appraise the importance of social responsibility, ethics, and sustainability from a global business perspective.		X		X			
	CLO3	Analyze the macro-environmental factors influencing the cross-border strategies and operations of organizations.		X		X			
	CLO4	Investigate how managers formulate and implement strategies for international and global business.	X	X					
	CLO5	Review the requirements and issues associated with managing human resources in a global context.				X		X	

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

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

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 472 Family & Small Business Management	CLO1	Explore various types of family business strategies for small firms.	X				X		
	CLO2	Analyze current issues and trends in family and small business management.		X				X	
	CLO3	Evaluate the processes of initiating an innovative small family business, and developing it into a self-sustaining enterprise.		X			X		
	CLO4	Identify the issues of leadership succession in family and small businesses.	X					X	
	CLO5	Develop a strategic business plan for a small company or a family-owned business.					X	X	

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 474 Public Sector Management	CLO1	Distinguish between the roles of public and private sector organizations.		X		X			
	CLO2	Discuss the ways in which the public and private sectors interact, and how this impacts the governance of core assets.		X				X	
	CLO3	Recognize the importance of national strategic priorities in public sector organizations.		X		X			
	CLO4	Assess the impact of e-government services on the operations of public and private sector organizations.			X	X			
	CLO5	Explore the impact of the public sector on social enterprises and non-profit organizations.			X			X	

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

Appendix 2

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 420 – AI for Business Decision-Making	CLO1	Identify key artificial intelligence concepts, methods, and applications relevant to business decision-making.	X					X
	CLO2	Apply appropriate AI tools and methods to structured business decision problems.		X				X
	CLO3	Analyze business data and AI-generated outputs to support managerial decision-making.		X				X
	CLO4	Evaluate AI-supported decisions considering bias, privacy, ethics, and organizational risk.		X	X			
	CLO5	Develop an AI-enabled decision-support proposal aligned with organizational objectives.		X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 301 – AI & Digital Products	CLO1	Identify key concepts, lifecycle stages, and business functions of AI-enabled digital products.	X						
	CLO2	Analyze user, business, data, and technology requirements for AI-enabled digital products.	X		X				
	CLO3	Apply product discovery, prioritization, and roadmapping techniques to digital product opportunities.			X		X		
	CLO4	Evaluate digital product alternatives considering customer value, feasibility, ethics, and risk.		X	X				
	CLO5	Develop an AI-enabled digital product proposal aligned with identified customer and organizational needs.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 330 – Blockchain & Digital Platforms	CLO1	Identify key concepts related to blockchain, distributed ledgers, smart contracts, and digital platforms.	X						X
	CLO2	Analyze blockchain applications and platform-based business models in organizational contexts.	X		X				
	CLO3	Apply appropriate frameworks to determine the suitability of blockchain for selected business problems.			X				X
	CLO4	Evaluate blockchain solutions considering security and privacy, governance and compliance, and ethical requirements.		X		X			
	CLO5	Develop a blockchain-enabled digital platform proposal addressing an identified business opportunity.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 340 – Cloud Computing & Digital Platforms	CLO1	Identify cloud computing service models, deployment models, and their applications in business.	X						X
	CLO2	Analyze organizational requirements for selecting appropriate cloud-based solutions.	X		X				
	CLO3	Apply cloud selection criteria to business applications and digital platform requirements.			X				X
	CLO4	Evaluate cloud alternatives considering organizational value, security and compliance, scalability, and operational resilience.		X	X				
	CLO5	Develop a cloud adoption proposal aligned with organizational and digital platform objectives.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 433 – Internet of Things (IoT) & Smart Systems	CLO1	Identify IoT architectures, sensors, connectivity, data flows, and smart-system components.	X						X
	CLO2	Analyze business applications of IoT and smart systems across different organizational contexts.	X		X				
	CLO3	Apply IoT design principles to specify appropriate components for a business-focused smart system.			X				X
	CLO4	Evaluate IoT solutions considering security and privacy, interoperability, ethical practice, and sustainability.		X		X			
	CLO5	Develop an IoT-enabled smart-system proposal supporting organizational operations or decision-making.			X		X		

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 431 – Data Analytics & Visualization for Business	CLO1	Identify key concepts and principles related to business analytics, data preparation, and visualization.	X					X
	CLO2	Prepare business data for analysis and visualization using appropriate digital tools.			X			X
	CLO3	Apply analytical and visualization techniques to investigate business problems.			X			X
	CLO4	Analyze business data to communicate relevant patterns, trends, and relationships for decision-making.			X	X		
	CLO5	Develop a decision-focused dashboard integrating appropriate KPIs, visualizations, and data insights.			X			X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 432 – AI Ethics, Governance & Responsible Innovation	CLO1	Identify key principles of AI ethics, governance, accountability, and responsible innovation.	X	X					
	CLO2	Analyze ethical and societal risks arising from AI, including bias, privacy, safety, and accountability.		X	X				
	CLO3	Apply responsible AI and governance frameworks to organizational AI use cases.			X	X			
	CLO4	Evaluate organizational AI practices against ethical, regulatory, governance, and stakeholder requirements.		X		X			
	CLO5	Develop a responsible AI governance proposal that balances innovation, organizational value, and risk.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 434 – Digital Innovation & Technology Entrepreneurship	CLO1	Identify key concepts and processes related to digital innovation and technology entrepreneurship.	X				X		
	CLO2	Analyze market, user, and technology evidence to identify digital venture opportunities.			X	X			
	CLO3	Apply entrepreneurial and innovation tools to develop technology-based business models.			X		X		
	CLO4	Evaluate technology ventures considering feasibility, commercial viability, responsible practice, and scalability.		X	X				
	CLO5	Develop an evidence-based proposal for a scalable digital or technology venture.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 310 – Social Media Marketing	CLO1	Identify key social media marketing concepts, platforms, audiences, and engagement principles.	X		X				
	CLO2	Analyze social media audiences, consumer behavior, platform characteristics, and performance metrics.	X			X			
	CLO3	Create platform-appropriate social media content and campaign activities for defined audiences.			X				X
	CLO4	Evaluate social media practices considering performance, responsible practice, cultural suitability, and brand impact.		X				X	
	CLO5	Develop an integrated social media marketing strategy aligned with organizational objectives.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 320 – E-Marketing Services	CLO1	Identify key e-marketing services, digital channels, and online customer journey concepts.	X		X				
	CLO2	Analyze consumer and environmental factors influencing the delivery of e-marketing services.	X			X			
	CLO3	Apply e-marketing methods and tools to design effective online customer experiences.			X				X
	CLO4	Evaluate e-marketing service performance using appropriate digital metrics and customer insights.			X	X			
	CLO5	Develop an integrated e-marketing services plan considering customer value, privacy, and ethical practice.		X			X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 321 – AI & Automation in Digital Marketing	CLO1	Identify key AI and automation concepts applicable to contemporary digital marketing.	X						X
	CLO2	Apply AI-enabled tools to automate selected digital marketing activities and workflows.			X				X
	CLO3	Analyze customer and campaign data using AI-supported marketing tools.			X				X
	CLO4	Evaluate AI-driven marketing practices considering performance, fairness and transparency, privacy, and ethical practice.		X		X			
	CLO5	Develop an AI-enabled marketing automation plan aligned with customer and business objectives.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 323 – Digital Marketing Tools and Applications	CLO1	Identify the functions and applications of major contemporary digital marketing tools.	X		X				
	CLO2	Justify the selection of appropriate digital marketing tools for specified audiences, channels, and objectives.			X				X
	CLO3	Apply digital marketing tools to execute selected campaign activities and customer interactions.			X				X
	CLO4	Analyze performance data generated by digital marketing applications and platforms.			X	X			
	CLO5	Optimize an integrated digital marketing campaign using performance data, appropriate tools, and responsible data practices.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 422 – E-Commerce & Omnichannel Strategy	CLO1	Identify key e-commerce business models, digital channels, and omnichannel customer journey concepts.	X		X				
	CLO2	Analyze consumer, channel, and competitive factors affecting e-commerce and omnichannel performance.	X			X			
	CLO3	Apply digital commerce and customer-management tools to integrated channel experiences.			X				X
	CLO4	Evaluate e-commerce and omnichannel strategies considering performance, security and responsible practice, sustainability, and customer value.		X		X			
	CLO5	Develop an omnichannel strategy integrating marketing, sales, customer experience, and fulfillment activities.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 423 – Content Strategy & Digital Storytelling	CLO1	Identify key principles of content strategy and digital storytelling in marketing contexts.	X		X				
	CLO2	Analyze audience, platform, organizational, and cultural requirements for digital content.	X			X			
	CLO3	Create audience-focused digital stories using appropriate narrative and multimedia techniques.			X				X
	CLO4	Evaluate digital content considering engagement, accessibility, responsible practice, and cultural and brand consistency.		X				X	
	CLO5	Develop an integrated content strategy aligned with customer journeys and organizational objectives.			X		X		