

Catalog

ACADEMIC YEAR

2026-2027

Date:	September 2026
Version:	7.0

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1.0 Introduction to ADSM

1.1 History of ADSM

Abu Dhabi School of Management (ADSM) operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry (ADCCI). ADSM aims to develop a new generation of entrepreneurial managers—highly talented graduates equipped with advanced management knowledge and skills, capable of leading innovation, driving improvement, and creating value across diverse environments, whether in start-ups, corporations, government entities, or the wider community. ADSM began its academic offerings in 2013 with the launch of the Master of Business Administration (MBA) program. During the 2016–2017 academic year, the School expanded its portfolio with two additional graduate programs: the Master of Science in Quality and Business Excellence (MSQBE) and the Master of Science in Leadership and Organizational Development (MSLOD). In Fall 2018, ADSM launched the Master of Science in Business Analytics (MSBA), subsequently introducing concentrations in AI Management and Big Data Management. The School further expanded its academic offerings with the launch of the Bachelor of Science in Management (BScM) in Fall 2024, marking its entry into undergraduate education. In Spring 2026, ADSM reached another significant milestone with the launch of its Doctor of Business Administration (DBA) program, extending its portfolio to doctoral-level education. In Fall 2026, the School further strengthened its MBA offering by introducing two specialized concentrations alongside the General stream. These developments reflect ADSM’s continued commitment to expanding its academic portfolio and preparing future leaders to address evolving management challenges through entrepreneurship, innovation, analytical thinking, and leadership.

1.2 ADSM Vision and Mission

Vision Statement

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

Mission Statement

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy. The School aims to create an enriching and rewarding environment which promotes entrepreneurialism scholarly inquiry, research, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

1.3 ADSM Strategic Goals and Core Values

Strategic Goals	Strategic Objectives	
Strategic Goal 1: Student Employability	1.1	Obtain Program and Institutional Rankings, Locally and Internationally.
	1.2	Obtain Certified Industry Programs Regionally and Internationally.
	1.3	Offer International Dual/Joint Programs.
	1.4	Graduate Employable Students.
	1.5	Develop Student Industry Skills.
	1.6	Produce High-Quality Teaching Through Technologies and Best Practice.
	1.7	Offer Relevant Programs for the Region.

Strategic Goals	Strategic Objectives	
Strategic Goal 2: Applied Research Impact	2.1	Produce High-Quality Research Output.
	2.2	Create Recognized Research Centers and Institutions.
	2.3	Obtain Funding and Projects from Industry.
	2.4	Conduct International Research Collaboration.
	2.5	Research Output with Impact on Industry.
	2.6	Produce Applied IP with Impact on Industry.
Strategic Goal 3: Effective Institutional Environment	3.1	Create an Effective Environment for Learning.
	3.2	Create an Effective Environment for Working.
	3.3	Uphold ADSM Core Values.
	3.4	Support Entrepreneurial Activity for Employees and Students.
	3.5	Recognize and Reward Outcome-Based Performance.
Strategic Goal 4: Management Excellence	4.1	Effective and Efficient Institutional Governance.
	4.2	Attain Profitability and Growth.
	4.3	Enhance Quality and Sustainability of Business Processes.
	4.4	Implement Innovative Digital Technologies for Effective and Efficient Processes.
Strategic Goal 5: Community Impact	5.1	Provide Relevant Training and Consultancy to the Business Community.
	5.2	Enhance Collaboration with Alumni.
	5.3	Enhance Community Engagement to Support UAE Strategic Goals.
	5.4	Offer Educational Programs Fit for Local Industry Needs.

Table 1.3.1: ADSM's Strategic Goals and Objectives

1.4 ADSM Core Values

Aspire to excellence. ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

Intellectual curiosity. ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

Professionalism. ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

Cultural respect. ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

Unrelenting commitment. ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

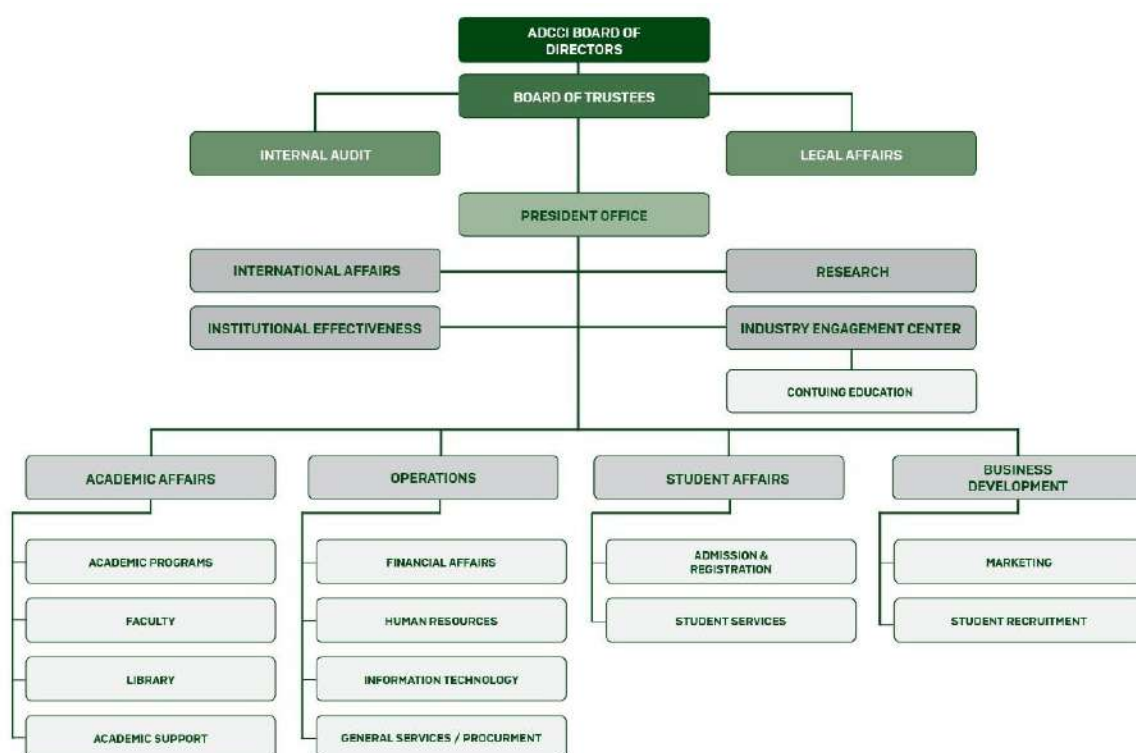
1.5 Licensure and Accreditation

The Abu Dhabi School of Management (ADSM), located in the Emirate of Abu Dhabi, is officially licensed from 30 May 2016 to 02 November 2029 by the Ministry of Higher Education and Scientific

Research (MOHESR) of the United Arab Emirates to award degrees in higher education. ADSM has received initial accreditation from the Ministry to offer the following programs:

- 1 Doctor of Business Administration (DBA)
- 2 Master of Business Administration (MBA)
- 3 Master of Science in Sustainable Business Excellence (MSSBE)
- 4 Master of Science in Leadership and Organizational Development (MSLOD)
- 5 Master of Science in Business Analytics (MSBA)
- 6 Bachelor of Science in Management (BScM)

1.6 ADSM Organizational Structure



1.7 ADSM Research Strategy

The overarching research goal at ADSM is to foster a culture of research and scholarship that advances knowledge, informs practice, and supports the UAE's socio-economic priorities. Building on earlier plans, the school seeks to enhance the quality and visibility of its research, with emphasis on producing internationally recognized contributions and cultivating an environment where faculty and students collaborate as an engaged community of scholars. The research objectives set by ADSM in pursuance of this goal are:

Strategic Objective 1: Enhance Research Output and Quality

Strategic Objective 2: Strengthen Research Partnerships and Collaborations

Strategic Objective 3: Build Research Capacity

To achieve its strategic research objectives, ADSM proposes a set of key initiatives supported by targeted functional strategies. These initiatives are designed to strengthen research output, expand partnerships, and build institutional capacity, as listed below:

Research Strategic Objectives	Key Initiatives and Strategies	
Strategic Objective 1: Enhance Research Output and Quality	1.1	Support and incentivize faculty research activities
	1.2	Maintain and expand internal and external research funding
	1.3	Integrate research into teaching and learning
	1.4	Increase institutional investment in research
Strategic Objective 2: Strengthen Research Partnerships and Collaborations	2.1	Address challenges of the business community and government
	2.2	Build collaborative partnerships to advance research
	2.3	Support graduate students in research, publishing & dissemination
Strategic Objective 3: Build Research Capacity	3.1	Build and sustain a supportive research environment
	3.2	Support researchers and attract talent

1.7.1 Student Research and Theses

ADSM encourages its students to participate in research events such as conferences, research seminars, joint research projects and publications with faculty, student research competitions and exhibitions. As a motivation to pursue publishing research papers with their teaching faculty, ADSM provides its students with an incentive in line with P 702 Student Involvement in Research Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

ADSM provides its students enrolled in all Master of Science programs an option to complete a thesis as part of their degree requirements. If students do not wish to take this option, they may take an additional elective course and complete an applied project. The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. For the MBA program, this component is delivered in the form of an Entrepreneurship Applied Project, which is a mandatory requirement. In both cases, these are considered graded courses according to the ADSM grading system as listed in P 301 Grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae). ADSM does not allow group thesis or projects, and thesis credits cannot be transferred to any other institute and vice versa.

ADSM will assign a faculty member as a Thesis Supervisor for each student completing his/her thesis. Students must enroll in Thesis I during the registration period. The Thesis Manager will oversee the overall process in collaboration with Thesis Supervisors, and the Thesis Panel shall evaluate and review each thesis component to ensure the quality of the written and oral presentations.

Details related to registration, proposal submission and approval, selection of supervisor, Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

1.7.2 Research Areas of Interest for ADSM Faculty

Faculty	Research Interests
Dr. Ahmad Jaffar	Business process modeling, cognitive psychology in human interpretation of representation, and human-computer interaction
Dr. Constance Van Horne	Innovation, Strategy, Entrepreneurship
Dr. Deepanjana Sengupta	Employee Performance, Resilience, Workforce agility, Workforce minority psychology, Student Psychology in higher education and Higher Education
Dr. Divya Upadhyay	Exploring and understanding psychological processes in explaining human behavior in organizational context
Dr. Evi Mansor	User Experience (UX), Interaction & Interface Design, Interaction on Multimodal & Smart Device Technologies, Qualitative Analysis
Dr. Fadi Abdel Jaber	Data analytics, artificial intelligence, and machine learning
Dr. Golam Mostafa Khan	Strategic management, entrepreneurship, family business and international business
Dr. Ishtiaq Rasool Khan	AI, Evolutionary multi-modal optimization, Data Analytics, HDR Image Analysis
Dr. Lakshmi Radhakrishnan	Application of AI-driven and coaching-based leadership in forward-thinking organizations
Dr. Mahima Mishra	International Business /Marketing, Public Policy, Small and medium Enterprises and Macroeconomics.
Dr. Marc Aoudi	Economic Geographic, Labor Economics, Environmental Economics, Banking
Dr. Marc Poulin	Operations management, supply chain management, business strategy, entrepreneurship, and mass customization
Dr. McMillan C. Durugbo	Supply Chain and Operations Strategy, Information Technology, and Innovation Management
Dr. Mohamed Akoum	Best practices in Technology, Management, Petroleum, Quality, Strategy, and Leadership
Dr. Naveed Yasin	Entrepreneurship, management
Dr. Neda Abdelhamid	Analytics, Machine Learning
Dr. Rachid Alami	Leadership development, human resource management, and strategic management
Dr. Razan Al Masri	Supply Chain, Leadership, Organizational Behavior, Strategic Management, Entrepreneurship, Human Resources Global Management, Consumer Behavior
Dr. Reem Albayari	Natural language processing, machine learning applications, and AI-driven solutions for social impact

Faculty	Research Interests
Dr. Robert Karaszewski	Leadership in the business environment, Transformational leadership, Toxic leadership, Health care management, Business Excellence, Event management
Dr. Turki Al Masaeid	Leadership, Professional development, Curriculum Implementation, Entrepreneurial Excellence, Academic accreditation, UbD MODELS/ Backward Design, STSE approach in science learning and teaching
Dr. Valerie Jean Lindsay	Strategic management, international business/strategy, international entrepreneurship, small and medium-size enterprises, women in leadership.
Dr. Yiqin Huang	International relations, cultural heritage empowerment, and strategic communication
Dr. Zainab Rawshdeh	Human Resources Management, Organizational Behavior, CSR

1.8 The ADSM Campus – Location

The Abu Dhabi School of Management is located at the heart of Abu Dhabi City in Al Hisn Area. The exact location can currently be found via a Google map search for ADSM.

Google Maps: <https://goo.gl/maps/Az6GbWz7dMc8yvXAA>

1.9 The ADSM Campus – Resources and Physical Setting

The building is comprised of two blocks, A and B, built for educational purposes to meet students' needs. Currently, only Block A is operations. ADSM's campus provides classroom space, prayer rooms, a library, an Academic Support Center, computer labs, food services, and IT services. These facilities are up to date in terms of technology, and most are available for remote access, thus ensuring that students can access resources and class materials, connect with classmates and their instructors from locations off campus.

Contact Information

Telephone: 02 6917811

Email: Info@adsm.ac.ae

Classroom Facilities

Classrooms are mainly located in Block A on ADSM's campus. Each classroom is designed with technology in mind and offers an environment which is conducive to learning. In addition to classrooms, with varied capacities, ADSM's campus features an auditorium with a capacity for 100 attendees, which is used for classes and events.

Administrative and Faculty Offices

ADSM administrative and faculty offices are located in Block A, as follows:

Location	Function/Unit
Block A – Ground Floor	Auditorium, Male & Female Prayer Rooms, Library, Cafeteria, Academic Support Center, Student Recruitment, Student Affairs, General Services
Block A – First Floor	Classrooms, IT Services, Finance Unit, HR Unit, Business Center
Block A – Second Floor	Classrooms, President Office, Academic Affairs, IE Office, Faculty Offices

Library

The Library is located in Block A on the Ground Level, and it provides students with access to both physical and digital resources, accommodating the needs of full-time students and working professionals, from on and off campus.

Days	Timing
Monday - Thursday	09:00 AM – 09:00 PM
Friday - Saturday	09:00 AM – 04:00 PM

Academic Support Center

The Academic Support Center supports the academic development and education goals of students. Students, individuals or groups may book appointments with the Academic Support Manager via the Student Portal (lms.adsm.ac.ae) to discuss projects or assignments they are working on. Several resources are available at the Center including course material and reference books to enhance students' learning experience, and to help lead them to academic success.

Computer Labs

There is an open computer lab available in Block A on the First Floor, and a variety of computer-equipped classrooms that can be used for presentation/group meeting areas when not being used for classes. The lab desktops are loaded with MS Office, in addition to several other applications. The lab provides space for students to complete assignments, research, access electronic resources, and browse the internet. The lab consists of approximately 15 computers. Students may utilize the services of the printing center in coordination with the Office of Student Affairs (Phone: 02-69177800 or email: registrar@adsm.ac.ae).

Student Lounge and Catered Food Services

ADSM campus includes several areas for students to utilize for gatherings, including a large outdoor area. A cafeteria, offering a variety of options, is located on the Ground Floor in Block A.

Prayer Rooms

The ADSM Campus has dedicated Prayer Rooms for male and female students, both rooms are located on the First Floor in Block A. Students may also use the facilities at Sheikh Khalifa Bin Zayed Mosque, which is located at a walking distance from ADSM Campus.

Parking

The ADSM Campus has student parking and there is overflow parking available in nearby public spaces.

First Aid Room

The First Aid Room is located on the Second Floor in Block A (Room 2021) and is managed by a registered nurse. Students may contact the Room on 02 6917818 or visit it during working hours from 10:00 AM to 06:00 PM.

1.10 Student Services

ADSM provides a variety of student services to support the learning process. Students are provided advising services as they enter the program to help them get the most out of their experience at ADSM. The Office of Student Affairs works to make sure students fully understand the Schools' administrative

processes and requirements and assist them with any questions or issues. The faculty provides academic advising to assist all students in their learning journey through their academic program to help them reach their full potential. The Library and Academic Support Center can be accessed by all students seeking support with their studies. Community events are planned to engage students with the Abu Dhabi academic and business community.

Furthermore, Student Services support students' participation in external events and activities such as competitions, conferences, and seminars. Finally, students are supported by dedicated staff, state of the art IT services, digital resources and facilities to support and enhance their learning experience.

Starting with prospective students, ADSM's Recruitment Team provides applicants with accurate and detailed information. This includes admissions requirements, deadlines, requirements for verified documents, scholarships, etc. The Recruitment Team frequently arranges Information Sessions, during which prospective students can meet ADSM's faculty and discuss with them the details of each program offered at ADSM. The Recruitment Team may also arrange for prospective students to meet with faculty of the program they are considering, to ensure that they are fully aware of program requirements and are choosing the program that fits their career aspirations.

The Office of Student Affairs arranges an Orientation session at the commencement of all new intakes. Topics covered aims to assist students in settling into their studies. The Orientation includes a session on the e-library, the physical library, and IT resources, along with information regarding ADSM policies and procedures. The orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

Throughout their journey at ADSM, the Office of Student Affairs systematically monitors students' performance to provide them with the necessary support to maintain good academic standing and complete their program of study successfully. The Office regularly conducts an audit on students' performance to identify students who were not able to maintain adequate academic standing with a Cumulative Grade Point Average (CGPA) above the minimum threshold of 3.0 for graduate students and the minimum threshold of 2.0 for undergraduate students or were not able to meet the conditions of their acceptance. The Office then communicates with the identified students to provide them with support and guide them to benefit from the services provided at the Academic Support Center.

The Office also arranges academic support sessions, in collaboration with the Academic Support Center, aiming to support the academic development of students. Although the vast majority of ADSM's students are working professionals, the Office ensures that students have access to career services in collaboration with the Academic Support Center. The career services range from advice on CV writing and interview skills, to career planning and counselling. Furthermore, through channeling the work of Community Engagement, the Office hosts talks by prospective employers and developing industries provide students with the opportunity to identify emerging career opportunities.

For 2023 – 2024 AY, the full-time faculty to student ratio at ADSM stood at 1:14. Currently all ADSM's faculty are considered international, and the full time equivalent (FTE) international faculty to faculty ratio is 1:1. ADSM's current overall student satisfaction rate is 88%.

1.11 Cooperative Agreements

ADSM firmly believes that engagement with the community will lead to mutual benefits and has made part of its core goals to give back to the community. ADSM has reached out to entities in the Abu Dhabi community, and established agreements with them, by which tuition fees discounts are granted to various community segments. ADSM currently have the following active agreements:

Name	Discount Rate
MAZAYA Card	20%
ESAAD	20%

ADSM seeks to strengthen academic and research partnerships through developing tangible research projects and joint initiatives with Higher Education Institutions, government, and private organizations. Promoting and identifying academic and research collaboration with regional and local entities in relevant areas of mutual interest is part of the ADSM strategic focus over the next five years. Few examples include but not limited to:

- **Business Graduate Association (BGA):** BGA's vision is to be the leading global movement for responsible management, positive impact and lifelong learning.
To register visit: <https://businessgraduatesassociation.com/register/>
- **AMBA Development Network:** ADSM has been a member of the Association of MBAs (AMBA) since 2016. Since its inception in 1967, AMBA is an impartial authority on postgraduate management education and is committed to raising the profile and quality standards of business schools. ADSM will pursue full AMBA accreditation once membership in the development network is completed.
- **Chartered Management Institute (CMI):** Students graduating from ADSM can obtain dual accreditation with CMI. Selected postgraduate and executive education modules at ADSM are mapped against CMI qualification frameworks, enabling students to gain dual recognition. Therefore, students obtain an academic qualification from ADSM and a CMI professional certificate or diploma.
- **United Nations Principles for Responsible Management Education (PRME):** PRME initiative brings together the UN and business schools around the world to "inspire and champion responsible management education, research, and thought leadership globally" through the application of six principles: purpose, values, method, research, partnership, and dialogue.
- **Quality Assurance Agency (QAA):** ADSM obtained accreditation of its Quality Management System through the Internal Quality Review (IQR) conducted by the UK Quality Assurance Agency for Higher Education (QAA), through the IQR reviews. This globally recognized and acclaimed independent quality agency asserts that ADSM's Quality Management Systems satisfy the EU's European Standard Guideline (ESG, 2015) the quality assurance of higher education institutions..

1.12 CMI Dual Accreditation

As part of its partnership with the Chartered Management Institute (CMI), a prestigious UK-based professional body dedicated to promoting excellence in management and leadership, ADSM has mapped its programs to CMI's qualifications as follows:

ADSM Program	Mapped CMI Qualification
Bachelor of Science in Management (BScM)	CMI's Level 5 Diploma in Management and Leadership (5D30)

Master of Business Administration (MBA)	CMI's Level 7 Diploma in Strategic Management and Leadership Practice (7D30)
Master of Science in Leadership and Organizational Development (MSLOD)	
Master of Science in Sustainable Business Excellence (MSSBE)	CMI's Level 7 Certificate in Strategic Management and Leadership Practice (7C30)
Master of Science in Business Analytics (MSBA)	

Why become a CMI member?

Joining CMI provides you with a wealth of resources and opportunities to enhance your personal and professional development, including:

- Access to CMI's Digital Library: Thousands of e-books, articles, and templates to support your studies and future career.
- CMI Mentoring and Career Support: Connect with experienced professionals and access expert advice to guide your career planning.
- Management and Leadership Tools: Practical toolkits to develop your skills in project management, communication, strategic planning, and more.
- Networking Opportunities: Engage with a global community of managers and leaders through events and online forums.
- Pathway to Chartered Manager Status (CMgr): Work towards one of the most prestigious professional designations in the field of management.

1.13 Academic Calendar

Key dates for the current Academic Year (2026 – 2027) are provided below. However, for more details and to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website and updated regularly, as follows:

Undergraduate Academic Calendar: <https://adsm.ac.ae/undergraduate-academic-calendar/>

Graduate Academic Calendar: <https://adsm.ac.ae/graduate-academic-calendar/>

ADSM announces any closure on a religious or public holiday to staff and students as government announcements are made.

	Start Date	End Date
Fall 2026 Semester	31 August 2026	19 December 2026
Winter Break	20 December 2026	03 January 2027
Spring 2027 Semester	04 January 2027	30 May 2027
Spring Break	05 April 2027	11 April 2027
Summer 2027 Session	07 June 2027	31 July 2027

Summary of 2026 – 2027 Academic Year Calendar

Public Holidays

25 August 2026*	: Prophet Mohamed's Birthday
2 – 3 December 2026	: UAE National Day
1 January 2027	: New Year's Day

10 – 12 March 2027* : Eid al-Fitr
15 – 18 May 2027* : Eid al-Adha
06 June 2027* : Islamic New Year

* Subject to change based on the sighting of the moon

2.0 Academic Regulations and Processes

2.1 Master's Programs Admission Requirements

ADSM accepts qualified national and international applicants into its master's programs in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in a master's program at ADSM. There may be additional admission requirements set for specific master's programs. Refer to the relevant program section of this Catalog for program-specific admission criteria.

The admission requirements and application deadlines are published on the ADSM website. The Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance.

ADSM may accept applicants to its master's programs as Direct Entry or Conditional Admission based on the credentials they submit with their applications, as illustrated below.

2.1.1 Direct Entry

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

- 1 Academic Requirements:** To be admitted into a master's program at ADSM, applicants are required to have a recognized bachelor's degree earned in a discipline appropriate for the prospective graduate degree.
- 2 English Language Requirement (ELR):** Applicants seeking admission to a postgraduate program at ADSM are required to submit one of the following English language proficiency certificates as per below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1250	5.5	71	197	530

Table 2.1.1: English Language Requirements for Direct Entry

Applicants who have completed their undergraduate degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. This exemption is subject to an interview with the Admissions Committee.

2.1.2 Conditional Admission

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

- 1 Conditional Academic:** granted to applicants who cannot 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 meet the Academic Requirements for Direct Entry by the end of the first semester of study as set in section 2.1.1.

- 2 Conditional ELR:** granted to applicants who do not meet the English Language Requirements for Direct Entry as set in section 2.1.1. These applicants may be admitted as Conditional ELR, and must:
- Take a maximum of six (6) during their first semester of study.
 - Complete the Academic English (ACE 6001) course during their first semester of study.
 - Provide one of the following valid and current English Language proficiency certificates:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1100	5.0	61	173	500

Table 2.1.2: English Language Requirements for Conditional Admission

Students may be exempted from completing the Academic English (ACE 6001) course if they achieve the English language required for Direct Entry as set in section 2.1.1 during their first semester of study.

2.1.4 Program Specific Requirements

Specific Requirements for MBA

In general, all applicants seeking admission to the MBA program are required to have three (3) years' work experience and will be asked to submit evidence in support of it.

In addition, applicants may also be asked to attend an interview with the Admissions Committee.

Specific Requirements for Master of Science in Sustainable Business Excellence (MSSBE)

An earned bachelor's degree in a relevant field such as Business or Engineering with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the SBE program. Applicants with a degree in an area other than business or engineering but have relevant work experience or qualifications may be considered, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Leadership & Organizational Development (MSLOD)

An earned bachelor's degree in a relevant field such as Business with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the LOD program. Applicants with a degree in an area other than business but have relevant work experience or professional qualifications may be considered, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Business Analytics (MSBA)

An earned bachelor's degree in a relevant field such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the MSBA program. Applicants with a degree in an area other than business but with relevant work experience or professional qualifications may be considered providing they complete the Bridging Program.

For more details, refer to P 401 Graduate Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.1.5 Bridging Courses

Applicants for ADSM's programs, who do not meet the specific program requirements for the Master of Science programs as set in section 2.1.4 above, are required to complete non-credit Bridging Courses. The Bridging Courses aim to introduce students to fundamental business concepts, and to familiarize them with the kind of work expected from them as master's level students. Bridging courses are delivered on an AI powered online platform, they are self-paced and administered by a qualified faculty member.

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8014	Research and Analytics in Business

Table 2.1.4: Bridging Courses for the MSSBE and MSLOD Programs

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8015	Introduction to Information Systems

Table 2.1.5: Bridging Courses for the MSBA Program

2.1.6 Transfer Credit

Graduate students are expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted in certain rare situations deemed appropriate by ADSM. Potential transfer credits must be for postgraduate level study, must be for grades of B or higher, and cannot surpass a total of six credits. Transfer credit will only be accepted by an institution deemed acceptable by MoHESR. Courses that have been taken as part of a finished degree, diploma, or other exit award cannot be applied for credit transfer. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.2 Undergraduate Program Admission Requirements

ADSM accepts qualified national and international applicants into its undergraduate program in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in the undergraduate program at ADSM. The admission requirements and application deadlines are published on the ADSM website. The Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance. ADSM may accept applicants to its undergraduate program as Direct Entry or Conditional Admission, based on the credentials they submit with their applications, as illustrated below.

2.2.1 Direct Entry

for direct entry into ADSM's undergraduate program, applicants must meet the Academic, and English Language requirements, as detailed below:

- 1 Academic Requirements:** Applicants must hold a UAE Secondary School Certificate or its equivalent approved by MoHESR. An Equivalency Letter issued from the MoHESR is required for a curriculum that does not follow the UAE curriculum.

2 English Language Requirement (ELR): Applicants must meet one of the following conditions:

- For holders of UAE Secondary School Certificate – Advanced Stream, the applicant's English Language grade in his/her high school transcript must be 80% or higher, or its equivalent from other streams, as determined by the approved MoHESR matrix.
- Holders of High School Certificates from English-Curriculum Schools (e.g. American, British) may be admitted directly.
- Holders of High School Certificates from non-English-Curriculum Schools (e.g. Indian) must submit proof of English Language Proficiency Level (IELTS 5.0 or its equivalent).

2.2.2 Conditional Admission

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

1 Conditional ELR: applicants who do not meet the English Language Requirements for Direct Entry as set in section 2.2.1, may be admitted as Conditional ELR following an interview with the Admissions Committee, and their admission will be subject to one of the following conditions:

- The applicant to complete the English Skills (BRD 102) Bridging Course prior to admission.
- The applicant to successfully complete the Academic English (ACE 101) qualifying course (6 CH) during the first semester, with a reduced course load determined by the Admissions Committee, and not exceeding a total of twelve (12) credit hours, which includes the Academic English (ACE 101) course.

2 Conditional Academic: Applicants whose high school certificate is issued by a school that does follow UAE curriculum and do not provide an Equivalency Letter issued by the MoHESR as stated in Section 2.2.1, may be admitted conditionally subject to the following decrees:

- Ministerial Decree No. (73) for the Year 2023
- Ministerial Decree No. (40) for the Year 2023
- Ministerial Decree No. (41) for the Year 2023
- Administrative Decree No. (519) for the Year 2022

2.2.3 Undergraduate Bridging Courses

Applicants to the undergraduate program may be required to complete non-credit bridging courses before full admission, as deemed necessary by the Undergraduate Admissions Committee. The bridging courses, shown below, aim to introduce students to fundamental concepts in mathematics and English language. Bridging courses are delivered on an AI powered online platform, they are self-paced and administered by a qualified faculty member.

Course Code	Course Title	Credit Hours
BRD 101	Pre-Calculus	0
BRD 102	English Skills	0

Table 2.2.3: Undergraduate Bridging Courses

2.2.4 Transfer Credit

Undergraduate students are expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted in certain rare situations deemed appropriate by ADSM. Potential transfer credits must be for grades of C or higher and cannot be for more than 50% of the courses in ADSM's undergraduate program. Transfer credit will only be accepted from an institution deemed acceptable by the MOHSR. Courses that have been taken as part of a

finished degree, diploma, or other exit award cannot be applied for credit transfer. Transfer credits will not be accepted from prospective students whose application status is conditional due to academic background, language level, or other reasons. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.3 DBA Program Admission Requirements

ADSM accepts qualified national and international applicants into its DBA program in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in the DBA program at ADSM. The admission requirements and application deadlines are published on the ADSM website. The Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance.

ADSM may accept applicants to its DBA as Direct Entry or Conditional Admission based on the credentials they submit with their applications, as illustrated below.

2.3.1 Direct Entry

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

- 1 Academic Requirements:** Applicants must provide a master's degree with a minimum CGPA of 3.3 on 4.0 scale recognized by MOHESR, as follows:
 - Degrees from UAE Federal HEIs are accepted directly.
 - Degrees from private HEIs within the UAE must be attested by MOHESR.
 - Degrees from HEIs outside the UAE require an Equivalency Letter issued by MOHESR.
 - Applicants who do not have a background in business or management in any of their previous academic degrees will be required to complete bridging courses determined by the Admissions Committee.
- 2 English Language Requirement (ELR):** Applicants seeking admission to the DBA program at ADSM are required to submit one of the following English language proficiency certificates as per below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1250	5.5	71	197	530

Table 2.3.1: English Language Requirements for Direct Entry

Applicants who have completed their master's degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. This exemption is subject to an interview with the Admissions Committee.

Applicants to the DBA program who graduated from an ADSM master's program within the two years preceding their application date may be exempt from the English language proficiency requirement. This exemption is subject to an interview with the Admissions Committee. However, the Admissions Committee may extend the two-years duration based on the interview's outcome.

2.3.2 Conditional Admission

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

- 1 Conditional Academic – Equivalency:** granted to applicants who cannot provide a master's degree recognized by the MOHESR at the time of their admission. These applicants may be admitted as Conditional Academic and must meet the Academic Requirements for Direct Entry by the end of the first semester of study as stipulated in section 2.3.1.
- 2 Conditional Academic – CGPA:** Admission of applicants with a CGPA less than 3.3 on a 4.0 scale in their master's degree will be determined by the Admissions Committee, and these applicants will be required to complete bridging courses as detailed in section 2.3.3.

For more details, refer to P 401 Graduate Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.3.3 Bridging Courses

Applicants for the DBA program, who do not meet the minimum CGPA requirements as set in section 2.3.1 above, are required to complete non-credit Bridging Courses. The Bridging Courses aim to introduce students to fundamental business concepts, and are delivered on an AI powered online platform, they are self-paced and administered by a qualified faculty member.

Course Code	Course Title
BRD 8101	General Management
BRD 8102	Operations Management
BRD 8103	Entrepreneurship

Table 2.3.3: Bridging Courses for the DBA Program

2.3.4 Transfer Credit

DBA students are expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted in certain rare situations deemed appropriate by ADSM. Potential transfer credits must be for postgraduate level study, must be for grades of B or higher, and cannot surpass a total of six credits. Transfer credit will only be accepted by an institution deemed acceptable by MoHESR. Courses that have been taken as part of a finished degree, diploma, or other exit award cannot be applied for credit transfer. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.4 Student Enrollment

To participate in classes and other educational activities at ADSM, and to receive a final grade for the courses completed, students must be formally enrolled in their program of study. The Office of Student Affairs offers the courses scheduled for each academic term/semester and notifies students to enroll in the courses offered to their cohort or as per their study plan. Students are responsible for ensuring that they are correctly enrolled in each course required for them to progress in their program of study and may seek clarifications from the Office of Student Affairs or from their Academic Advisor. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to

ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions. ADSM allows students to enroll on Full Time or Part Time basis, please check program specific sections in this Catalog for more information.

2.4.1 Program Enrolment Deadlines

Students must enroll in their program of study during the Add Period for the first term/semester of study. For more details, refer to P 424 Student Enrollment Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.4.2 Course Enrolment Deadlines

Students must enroll in courses offered within their study plan during the Add Period for the semester these courses are offered in, to ensure that the required contact hours are met as per the applicable standards. The deadlines are set in the course offerings; students will be notified once courses are offered and advised enrolling before the deadline set.

2.5 Academic Advising

Academic advising is intended to facilitate students in the development of their educational and career goals; their understanding of the correlation between their educational experience and their career aims; and their satisfying of ADSM degree requisites. Students will have the opportunity to seek academic advice, co-curricular assistance, and various forms of counselling. ADSM assigns a dedicated Academic Advisor for each student, students may book appointments with their Advisors via the LMS to seek support in areas such as academic progression, maintaining a good academic standing and career related issues. For more details, refer to P 417 Academic Advising Policy and P 408 Career Services Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

Students may utilize the services of the Academic Support Center as well. The Academic Support Manager is available to provide support in all areas related to academic performance. Including, but not limited to, academic writing, research skills and case study analysis. The Office of Student Affairs organizes Academic Support Sessions for each term, and students may book individual appointments via the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.6 Class Attendance

ADSM provides its students with an academic schedule that accommodates their needs and encourages students to attend all class sessions by adopting a pedagogical approach that is engaging and interactive. ADSM Students are required to attend and participate fully in all class sessions, workshops and other sessions scheduled for their respective course(s). In case the students miss a class session, they are responsible for completing any missed assignments or task assigned during that class session, with the permission of their instructor(s). ADSM mandates attendance in specific situations, such as presentations, controlled and formative assessments.

To be eligible to sit for the final assessment, graduate students are required to attend a minimum of 50% of class sessions. Students may be required to complete catch-up activities, as set in P 423 Student Attendance Policy. Students who miss more than 50% will not be allowed to sit for the final assessment under any circumstances. A similar approach is followed for undergraduate students, but the percentage is raised to 70%. For more details, refer to P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

Maintaining the Learning Environment

Certain behaviors disrupt classes; for example, late arrivals, ringing phones, or noises from electronic devices, etc. All members of the class are expected to respect the learning environment and the lecturer's efforts to maintain it. Lecturers have full authority to decide whether a student is disruptive. In addition, lecturers can refer the student to the Academic Dean for review of disciplinary options. Repeat offenders will be reported to the Disciplinary Committee and may be withdrawn from the class.

Participation

Students are expected to actively engage in class discussions, both by speaking during class sessions and by writing in online forums and discussions on the Learning Management System (LMS). In all communications, instructors and fellow students should be treated with respect and tolerance, while derogatory or inflammatory comments on the cultures or attitudes of others in the class are not permitted. For more details, please refer to P 313 Academic Progress Policy and P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](#).

2.7 Grading System

ADSM uses a standardized grading and grade point average calculation system consisting of the following scale and accompanying values:

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
< 70	F	0.00
Bridging Courses		
Percentage	Letter Code	Definition
> 70	P	Pass
< 70	F	Fail

Table 2.7.1: Grading Scheme for Graduate Programs

Percentage	Letter Code	Quality Points*
95 – 100	A+	4.00
90 – 94	A	3.70
85 – 89	B+	3.50

Percentage	Letter Code	Quality Points*
80 – 84	B	3.00
75 – 79	C+	2.50
70 – 74	C	2.00
65 – 69	D+	1.50
60 – 64	D	1.00
Less than 60	F	0.00
Bridging Courses		
Percentage	Letter Code	Definition
> 70	P	Pass
< 70	F	Fail

Table 2.7.2: Grading Scheme for Undergraduate Programs

A more complete explanation of grade categories, exceptions, and the calculation of GPAs can be found in P 301 Grading and Assessment Policy, the current version of which is appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.8 Release of Grades

Course grades are generally available within two weeks after the class and assessment periods. Grades can be viewed online via the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.9 In Progress “IP” Grades

A status of “In Progress” (IP) may be awarded to a student at ADSM as per the Grading and Assessment Policy, which is found on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). It is the responsibility of the student to resolve the IP grade according to the directions given and within the permitted timeframe as detailed in the policy. Students who do not make up incomplete work within the specified time periods will receive a final grade from the instructor based on normal class requirements, with a numerical value of “0” calculated into the final grade for all items that remain incomplete at the end of the time period.

2.10 Grade Disputes

ADSM permits the review of class grades subject to the parameters and timeframes that are detailed in the current versions of P 419 Student Appeals Policy and P 303 Grade Approval and Change Policy are appended to this Catalog and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.11 Grade and GPA Requirements

To be eligible for graduation, graduate students must attain a minimum 3.0 cumulative grade point average (GPA) on all credit earned at ADSM. Whereas undergraduate students need to attain a minimum 3.0 cumulative grade point average (GPA) on all credit earned at ADSM. For exact information about the calculation of GPAs, please refer to the Grading and Assessment Policy. For more information on minimal GPAs for continuation in a program of study and for graduation, please refer to P 313 Academic Progress Policy and P 307 Graduate Completion Requirements Policy. Both

policies are appended to this Catalog and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.12 Graduation Honors

Honors at graduation are awarded to graduate students based on their GPA as follow:

Merit	CGPA
Summa Cum Laude ("With Highest Honor")	4.00
Magna Cum Laude ("With Great Honor")	3.80 – 3.99
Cum Laude ("With Honor")	3.50 – 3.79
Very Good	3.25 – 3.49
Good	3.00 – 3.24

Table: 2.12.1: Graduation Honors for Graduate Programs

Whereas honors at graduation are awarded to undergraduate students based on their GPA as follow:

Merit	CGPA
Summa Cum Laude – With Highest Honor	3.90 – 4.00
Magna Cum Laude – With Great Honor	3.70 – 3.89
Cum Laude – With Honor	3.50 – 3.69

Table: 2.12.1: Graduation Honors for Undergraduate Programs

Honors are determined based on CGPA averages of all program graduates from within the current academic year.

2.13 Leave of Absence

Students are eligible to take a leave of absence contingent upon regulations enumerated in P 313 Academic Progress Policy and P 424 Student Enrollment Policy, appended to this Catalog, and available online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). In general, the terms of a leave of absence are based upon a formal request by the student to the School. Successful requests are granted with specific expiration dates and conditions for return to ADSM.

2.14 Deadlines for Dropping or Withdrawing from Courses

Ceasing to attend class does not constitute an official withdrawal. Students must notify the Office of Student Affairs before the withdrawal date to withdraw from a course. Students not officially withdrawing from a subject will be awarded a final grade based on the normal course requirements, with a numerical value of "0" calculated into the final grade for all course requirements not completed. Withdrawals also depend on specific timeframes within a term/semester and are thus limited to specific periods that are designated on the official ADSM academic calendar. Grade and financial repercussions depend on when a withdrawal is made according to P 313 ADSM Academic Progress Policy and P 411 Student Finance Policy which are appended to this Catalog, and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.15 Withdrawal from ADSM

Students can withdraw completely from ADSM but must do so according to processes enumerated in P 313 Academic Progress Policy and at specific dates to avoid academic and financial penalties. A student who withdraws from a program without properly filling in the appropriate forms is financially responsible for the program cost according to the schedule contained in P 411 Student Financial Policy, appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). Failure to withdraw without following official regulations will subject the student to penalties as well as possible legal recourse.

2.16 Mandatory Leave/Withdrawal

ADSM reserves the right to determine, at its discretion, that each student is participating successfully in the School's educational and co-curricular programs. Furthermore, ADSM reserves the right to determine whether a student's behavior complies with the School's rules, regulations, and policies; that it does not impede another student's performance, threaten anyone's safety, or otherwise disrupt the School's operations.

In this circumstance, ADSM can mandate that a student be withdrawn from a subject or terminated from the academic program according to processes dictated in P 303 Academic Progress Policy, P 418 Academic Integrity Policy, P 414 Student Rights and Responsibilities Policy, P 603 Appropriate Use of Technology Policy, P 412 Student Disciplinary Policy, or other official ADSM policies as deemed relevant. All policies are appended to this Catalog and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.17 Readmission to ADSM

In order to be readmitted once having officially withdrawn from ADSM, students must go through the application for readmission process. This readmission process consists of a letter of request to the Registrar. In this letter, the student must address his or her reason for wanting to return, how the student has addressed any issues that resulted in the withdrawal, and how the student will use any resources to aid in his or her academic performance and/or other concerns. Readmission will also be dependent on any sanctions that may have been imposed by the Student Disciplinary Committee, if any.

For more details refer to P 424 Student Enrollment Policy, appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

3.0 Financial Policies

ADSM tuition fees and service charges are clearly listed on its website and are updated as needed. Refunds and the dates for withdrawal and financial reimbursement are included as are the terms of the various payment options for tuition fee payment. Details are included in P 411 Student Finance Policy, appended to this Catalog, available at the ADSM student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae), and summarized below.

3.1 Application Fees

To apply to any of the graduate academic programs offered at ADSM, students are required to pay a non-refundable application fee of 500 AED.

3.2 Tuition Fees

Students at ADSM are required to pay fees for their programs either directly or through their sponsor.

Program	Tuition per CH*
Doctor of Business Administration (DBA)	4,300 AED
Master of Business Administration (MBA)	3,667 AED
Master of Science in Quality and Business Excellence (MSQBE)	3,667 AED
Master of Science in Leadership and Organizational Development (MSLOD)	3,667 AED
Master of Science in Business Analytics (MSBA)	3,056 AED
Bachelor of Science in Management (BScM)	1,464 AED

*Amounts are rounded for accounting purposes.

Table 3.2.1: ADSM Program Tuition Per Credit Hour

ADSM does not intend to increase the tuition fees of any of its program during the 2026-2027 AY. If this changes, the increase shall not exceed 5% of the total tuition fees.

3.2.1 Payment Options

ADSM provides students with various options to pay tuition fees, to accommodate their needs, and provide them with flexible and suitable solutions. Students may agree with the Finance Unit on a payment plan at the start of their study. An example of payment options is provided below:

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3* Payment in Installments - Semester	OPTION 4* Payment in Installments – Program
Doctor of Business Administration (DBA)	Full payment of tuition due for any academic semester paid two weeks before the start date.	Payment of 50% of any academic semester total tuition paid two weeks before the start date. Remaining 50% paid by Week 8 of the semester.	Payment of Semester tuition to be made in monthly instalments, first instalment before the start date and all due payments to be made within the semester.	Payment of full program tuition to be made in monthly instalments, first instalment before the first start date and all due payments to be made within 36 months.

Table 3.2.1: Payment Options for the DBA Program

PROGRAM	OPTION 1 Payment in Full	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 15 Months.
Master of Science Programs – MSSBE and MSLOD	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 12 to 15 Months
Master of Science Programs – MSBA	One payment of AED 110,000	Payments calculated based on 36 GPA Credit Hour. = 110,000/36 = AED 3,056	All payments must be made within 15 to 18 Months

Table 3.2.3: Payment Options for Master's Programs

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3 Payment in Installments
Bachelor of Science in Management (BScM)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date. ADSM has two regular semesters in any academic year and one intensive summer session.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid before mid-semester exams.	Payment of Semester tuition to be made in monthly instalments, provided first instalment is made before the semester start date and all due tuition for a given semester is made within this semester.

Table 3.2.4: Payment Options for Undergraduate Programs

3.2.2 Payment Methods

Payments are to be made to the Finance Unit and are acceptable in the following forms:

- Cheques drawn on UAE located banks payable to "Abu Dhabi School of Management"
- Bank drafts in AED payable to "Abu Dhabi School of Management"
- Debit cards and major credit cards
- Payment through the Mobile application

Direct Bank Transfers are acceptable to the following account details

- **Bank Name:** First Abu Dhabi Bank, Main Branch, Abu Dhabi
- **Account name:** Abu Dhabi School of Management
- **IBAN:** AE070351011004624203001
- **Swift Code:** NBADAEAAAXX
- **Account Number:** 1011004624203001
- **Payment currency:** UAE Dirham

Students must ensure that their name and ADSM Student ID Number are clearly marked on all payment documents and are spelled as written in their passport. ADSM does not accept any cash payments from students for tuition or fees. For any enquiries regarding fees, students may directly contact Finance Unit via accounts@adsm.ac.ae

3.3 Charges for Services

Students may require various services to support them during their learning journey, and while ADSM strives to provide its students with the support they may need without imposing additional fees on them, some of its services are chargeable, as listed below (*Fee subject to VAT 5%).

Fee Type	Fee Amount (AED)
Graduate Application Fee – Nonrefundable*	500
Undergraduate Application Fee – Nonrefundable*	300
Undergraduate Registration Fee – Nonrefundable*	500
Non-refundable Deposit - to be deducted from the total tuition	2,000
Bridging Courses	Free
Academic English Course (ACE 101)	4,000
Academic English Course (ACE 6001)	3,000
CMI Membership for Master's Students	1,800
CMI Membership for Undergraduate Students	1,500
Late Registration/Payment*	500
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	1000
Attestation Fee	100
International summer program	To be determined
Library Fee – Undergraduate program applicable for each regular semester	100
Technology Fee – Undergraduate program applicable for each regular semester	200
Repeated course (per one credit hour) – DBA	2,000
Repeated course (per one credit hour) – MBA	1,500
Repeated course (per one credit hour) – MSSBE & MSLOD	1,500
Repeated course (per one credit hour) – MSBA	1,500
Repeated course (per one credit hour) – BScM	600
Visiting student (per one credit hour) for undergraduate programs	2,000
Visiting student (per one credit hour) for all graduate programs	4,500

Table 3.3.1: Charges for Fees

3.3.1 Refund of Tuition Fees

The procedure for refund paid tuition fees is detailed in P 411 Student Finance Policy. To apply for refund, students must submit a withdrawal request in writing to the Office of Student Affairs. The Office will then inform the Finance unit with the student's enrollment status. The Finance unit will then determine the student's eligibility to receive a refund based on the date of his/her withdrawal. This is done in line with the stipulations of P 424 Student Enrollment Policy. Both policies are appended to this Catalog, and available online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

3.3.2 Refund of Grade Appeal Fees

ADSM will refund Grade Appeal Fees as listed in the table in Section 3.3 if the outcome of the grade appeal was successful as outlined in P 303 Grade Approval and Change Policy. The fee will be refunded to the student account. The Policy is appended to this Catalog, and available online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

3.4 Scholarships

ADSM offers its students a number of scholarships to encourage high achievers to join its unique programs through the Merit Scholarship, and to reward its alumni students through the Alumni Rewards.

3.4.1 Outstanding Scholarship

offered to undergraduate applicants with outstanding academic records. Students would need to demonstrate evidence of achieving at least an average of 98% or above in their Secondary School Certificate and a minimum English grade of 95 in their High School Transcript. Successful students shall be eligible to have their tuition for the first Academic Year waived.

3.4.2 Merit Scholarships

Offered to applicants with exceptional academic records. For DBA students to apply, students must show evidence of achieving at least a master's CGPA of 3.75 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 20% off tuition. For master's students to apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 30% off tuition. For undergraduate students, students would need to demonstrate evidence of achieving at least an average of 95% or above in their Secondary School Certificate and a minimum English grade of 85 in their High School Transcript. Successful students may receive up to 50% reduction in tuition for the first Academic Year.

3.4.3 Excellence Scholarships

Offered to applicants with excellent academic records. For DBA students to apply, students must show evidence of achieving a master's CGPA between 3.50 to 3.74 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 15% off tuition. For master's students to apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 25% off tuition. For undergraduate students, students must demonstrate achieving at least an average of 90% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript. Successful students may receive up to 30% reduction in tuition for the first Academic Year.

3.4.4 Good Standing Scholarships

Offered to undergraduate applicants with good academic records. Students who demonstrate evidence of achieving at least an average of 85% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript shall be eligible to receive up to 20% reduction in tuition for the first semester. Whereas students who demonstrate evidence of achieving at least an average of 75% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript may receive up to 10% reduction in tuition for the first semester.

3.4.5 Teaching Assistant Scholarships

Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per semester based on assistance with lab work, programming assignments, and/or research activities.

3.4.6 Alumni Rewards

A 10% grant is available on annual tuition fees for students who have at least one immediate family member who has graduated from a program offered by ADSM. Immediate family members are defined as father, mother, siblings, spouse.

The following conditions should be met to avail of such a discount:

- Be self-funding.
- Provide proper documentation.
- Only one alumni reward can be awarded per student.
- The application must be submitted prior to starting the program, there will be no retrospective discounts applied.

The Alumni Reward will be deducted from the tuition fees either upon registration if the tuition fees for the program are paid in advance, or from the last installment.

3.4.7 Financial Aid

Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence in order to demonstrate the need for financial aid along with excellent academic credentials. Eligible graduate students will be provided with up to 15% off in their tuition fee, and eligible undergraduate students may be granted up to 50% of the tuition for the first semester.

3.4.8 Remote Living and Working Discount

Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive, including the remote discount, may not exceed 30%. Students must apply for an additional discount and provide evidence of qualifying to receive it.

3.4.9 Continuation of Scholarships

Scholarships granted to graduate students are for the entire duration of their program of study. However, continuation of any scholarship granted on admission for undergraduate students is based on academic performance on a semester-by-semester basis, and subject to the following criteria:

Student's CGPA	Scholarship
2.80 – 2.99	15%
3.00 – 3.24	20%
3.25 – 3.49	30%
3.50 – 4.00	50%

Table 3.3.2: Continuation of Undergraduate Scholarships

4.0 Academic Integrity, Code of Conduct, and Grievances

4.1 Academic Integrity at ADSM

The School is committed to be an international leader in management education. The School focuses on educating innovative leaders capable of initiating, managing, and implementing change. Consistent with this mission, ADSM welcomes diversity within its community and requires each member to respect the values of other members of the community. To maintain the integrity of the diverse cultures, present at ADSM, certain standards of academic conduct must be adhered to by each graduate student, faculty member, staff member, and administrator throughout his or her experience at the School. Every member of the ADSM community is required to uphold the principles embodied in the Academic Integrity Policy.

All members of the School community, students, faculty, and staff, share responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or to the Program Director.

ADSM's P 418 Academic Integrity Policy is a comprehensive review of the School's requirements in this regard as well as the various penalties for breaches of the policy. This policy is closely associated with P 414 Student Rights and Responsibility Policy and P 603 Appropriate Use of Technology Policy. All policies are appended to this Catalog, can be found online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

Because of the seriousness of academic integrity and to avoid the possible misunderstandings made by new students, the following is a list of some examples of what can constitute academic dishonesty:

Cheating: Cheating is any form of fraudulent or deceptive academic act, including intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise. Examples of Cheating:

- Unauthorized use of notes, text, or other aids during an assessment.
- Copying from another student's assessment, research paper, case write-up, lab report, homework, computer disk, flash drive, etc.
- Handing in the same paper/assignment/components of a paper for more than one course without the written or explicit permission of the instructors.
- Sabotaging another student's work or record.
- Receiving assistance/help on an academic exercise from another person/resource without the expressed permission of the instructor.

Duplicate Submission: Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses.

Plagiarism: Plagiarism is the representation of others' ideas as one's own without giving proper attribution to the original author(s). Plagiarism occurs when a student copies direct phrases from a text (e.g. books, journals, and internet) and does not provide quotation marks or paraphrases or summarizes those ideas without giving credit to the author(s). In all cases, if such information is not

properly and accurately documented with appropriate credit given, then the student has committed plagiarism.

Fabrication: The intentional and unauthorized falsification, misrepresentation, or invention of information, data, or citation in an academic exercise. Examples of fabrication:

- Making up the data for a research project.
- Altering the results of a lab experiment or survey.
- Listing a citation for a source not used.
- Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty: Intentionally or knowingly helping or attempting to help another to violate any provision of this policy. Examples of facilitating academic dishonesty:

- Inaccurately listing as co-author of a paper, case write-up, or project someone who did not contribute.
- Sharing a take-home assessment, homework assignment, case write-up, lab report, etc. with another without the expressed permission of the instructor.
- Taking an assessment or writing a paper for another student.

4.2 ADSM Student Code of Conduct

Members of the ADSM community are expected to observe and respect the personal and property rights of others. The responsibility of all students to comply with laws, ordinances, bylaws, and regulations applies both on and off campus. It is expected that the instructors, staff, and students of ADSM conduct themselves in a professional and respectful manner that befits a prestigious institution of learning. ADSM expects its students to adhere to the Code of Conduct, as detailed in P 115 Code of Conduct Policy, appended to this Catalog and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

The P 115 Code of Conduct Policy is closely related to P 414 Student Rights and Responsibilities Policy as well as P 418 Academic Integrity Policy and P 603 Appropriate Use of Technology Policy. However, it is impossible to cover every standard of behavior. Therefore, these policies, which are appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of guidelines necessary for meeting the practical, routine requirements of an academic community.

ADSM affirms its commitment to strive for a fair, humane, and respectful environment for all employees and students. It is the policy of the School to maintain a working and learning environment that values and expects respectful conduct and communication. Every member of the ADSM community has the right to live, learn, work, and otherwise participate in an environment that is free from all forms of harassment by any other member of the community. The School encourages freedom of inquiry, opinion, and speech, and it will defend the right of anyone to express his or her views. However, the right of expression must be exercised responsibly without depriving others of their right to enjoy this and all other opportunities provided by the School with respect to the laws, culture and heritage of the United Arab Emirates.

As a general overview of topics of primary importance to the conduct of instructors, staff, and students at ADSM, the following types of unacceptable behavior are specifically enumerated in the Student Rights and Responsibility Policy:

- Disorderly Conduct
- Smoking Outside of Designated Areas
- Harassment
- Possession of Weapons
- Providing False Information and Misrepresentation
- Theft/Damage/Vandalism of or to Personal, School, or Public Property
- Unauthorized Entry into School Facilities

4.3 Computer Ethics and Usage

Computer abuse affects everyone who uses computing facilities and results in significant expense to the School. Therefore, ADSM policies regarding computer usage and use of the Wi-Fi network apply to ADSM students, faculty, and staff. In general, the same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Actions that are unacceptable in the School community also are unacceptable on the network, computing systems and other electronic services including:

- Harassment in any form.
- Failure to respect the rights and property of others.
- Forgery or other misrepresentation of one's identity.
- Distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

It is the responsibility of each ADSM community member to use the services provided by the School's campus network and computing systems appropriately and in compliance with all laws and regulations. Furthermore, users are expected to use computer, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School.

ADSM treats access and usage violations seriously. Access to the School computing facilities and information resources is a privilege and may be restricted or terminated at the School's sole discretion. In addition, more severe disciplinary actions can be taken according to the terms of the ADSM P 603 Appropriate Use of Technology Policy, which is appended to this Catalog, and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). Violations of this policy may result in disciplinary action and possible prosecution by government officials.

4.4 Resolution of Complaints

The policy and procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decision are contained in P 419 Student Appeals Policy and P 420 Student Disciplinary Policy.

In Summary, students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within the related policy.

Students wishing to request grade appeals should follow the principles and procedures stipulated in P 303 Grade Approval and Change Policy. For other academic appeals, students must follow P 419

Student Appeals Policy, basically students must submit a signed Appeals Form to the Office of Student Affairs. The Office will advise and guide the student through the process.

For non-academic matters, arising from alleged violations of ADSM policies, students should follow the principles and procedures stipulated in P 420 Student Grievances Policy. Students must submit a signed Grievance Form to the Office of Student Affairs, and the Office will advise and guide the student through the process.

All related policies are appended to this Catalog and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.0 Master of Business Administration (MBA)

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

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

- MBA - General Stream
- MBA - FinTech and Digital Currencies
- MBA - Digital Transformation and AI Management

5.1 Admission Requirements

Applicants to the MBA program must demonstrate their potential for graduate work through previous academic performance and professional work experience in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered in conjunction with professional work experience, community activities, personal recommendations, etc. Please refer to Section 2.1 of this Catalog for specific requirements.

5.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents below and pay the application fees as described on the ADSM website. In addition, students may be asked to complete an interview with the Admissions Committee, comprised of academic staff members, to evaluate the student's likelihood of success in the program.

Documents required

- Completed Graduate Application Form
- An earned bachelor's degree recognized by the MOHESR
- Official college or university transcript from all institutions of higher education attended.
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation (Refer to Section 2.1)
- Employment Certificate or any equivalent documentation
- Curriculum Vitae
- Personal statement
- One letter of recommendation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo

5.3 MBA Learning Outcomes

There are six learning outcomes for the MBA program that each graduate is expected to achieve by the time of graduation from the program, as listed below:

- 1 Critically analyze opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society.
- 2 Demonstrate the ability to make decisions based on ethical values and social awareness in business contexts.
- 3 Review multiple theories and perspectives for the interpretation of comprehensive challenges to the business.
- 4 Evaluate the use of appropriate research approaches and tools to generate sustainable business solutions in domestic and global contexts.
- 5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions reflecting entrepreneurial thinking.
- 6 Develop advanced skills, such as those relating to team management, leadership, and digital transformation, to manage complex situations in various business contexts.

5.4 Mapping of Track Learning Outcomes to Program Learning Outcomes

5.4.1 General Stream (G) GLO–PLO Mapping Matrix

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

5.4.2 Track in FinTech and Digital Currencies (FT) GLO–PLO Mapping Matrix

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

FTLO4	Create and justify entrepreneurial, data-driven strategies for FinTech and digital currency integration	X				X	X
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5.4.3 Track in Digital Transformation and AI Management (DT) GLO–PLO Mapping Matrix

#	Learning Outcomes	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
DTLO1	Critically analyze digital transformation trends, frameworks, and leadership approaches in the context of organizational competitiveness	X		X			
DTLO2	Evaluate ethical, governance, and risk management issues in digital adoption with emphasis on cybersecurity, data protection, and responsible leadership.		X	X			
DTLO3	Critically apply AI, analytics, and digital tools to develop evidence-based strategies for organizational performance and decision-making.				X	X	
DTLO4	Create innovative, sustainable, & future-oriented digital transformation strategies that align with organizational goals and societal impact.	X				X	X

MBA elective courses are offered based on the academic schedule for the semester in which they are offered and students' preference.

5.5 Mapping of MBA Program Learning Outcomes to QFEmirates Framework Level 7

Program Learning Outcomes (PLOs) Level 7. Students completing the MBA program will be able to:	QFEmirates Level 7 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
PLO1 Critically analyze opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society	X	X	X
PLO2 Demonstrate the ability to make decisions based on ethical values and social awareness in business contexts.			
PLO3 Review multiple theories and perspectives for the interpretation of comprehensive challenges to the business.			
PLO4 Evaluate the use of appropriate research approaches and tools to generate sustainable business solutions in domestic and global contexts.			
PLO5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions reflecting entrepreneurial thinking.			

PLO6 Develop advanced skills, such as those relating to team management, leadership, and digital transformation, to manage complex situations in various business contexts.

5.6 MBA Degree Structure and Sequence

All MBA students, whether in the General Stream or following a specific track, are required to complete six common core courses. Together, these courses account for 15 of the 30 total credit hours required for the MBA program.

General Stream students must complete one additional core course, an applied project, and two elective courses. Students in any track, on the other hand, are required to complete two track-specific core courses, an applied project and one track-specific elective course.

MBA – General Stream

Course code	Course title	Credit hours
MBA Core Courses: 6 courses / 18 credits		
IEP 6211	Innovation & Entrepreneurship	3
MKT 6212	Marketing Management	3
MGT 6412	Strategic Management and Leadership	3
FIN 6312	Financial Management	3
ECN 6311	Managerial Economics	3
OPS 6312	Operations and Supply Chain Management	3
General Track Core Course: 1 course / 3 credits		
MBA 7412	Application of Artificial Intelligence for Business	3
General Track Electives: 2 courses / 6 credits		
MBA 7113	Growth and Transformation of SMEs	3
MBA 7214	Global Supply Chain Strategy and Risk Management	3
MBA 7311	Introduction to Fintech and Blockchain	3
MBA 7411	Digital Transformation Strategy and Leadership	3
Applied Project: 1 course / 3 credits		
MBA 8920	Applied Entrepreneurship Project	3

MBA – Digital Transformation and AI Management Track

Course code	Course title	Credit hours
MBA Core Courses: 6 courses / 18 credits		
IEP 6211	Innovation & Entrepreneurship	3
MKT 6212	Marketing Management	3
MGT 6412	Strategic Management and Leadership	3
FIN 6312	Financial Management	3
ECN 6311	Managerial Economics	3
OPS 6312	Operations and Supply Chain Management	3
Digital Transformation and AI Management Track Core Courses: 2 courses / 6 credits		
MBA 7411	Digital Transformation Strategy and Leadership	3
MBA 7412	Application of Artificial Intelligence for Business	3
Digital Transformation and AI Management Track Elective Course: 1 course / 3 credits		

MBA 7413	Business Analytics and AI for Decision-Making	3
MBA 7414	Ethics, Governance, and Risk Management in Digital Transformation	3
Applied Project: 1 course / 3 credits		
MBA 8920	Applied Entrepreneurship Project	3

MBA – FinTech and Digital Currencies Track

Course code	Course title	Credit hours
MBA Core Courses: 6 courses / 18 credits		
IEP 6211	Innovation & Entrepreneurship	3
MKT 6212	Marketing Management	3
MGT 6412	Strategic Management and Leadership	3
FIN 6312	Financial Management	3
ECN 6311	Managerial Economics	3
OPS 6312	Operations and Supply Chain Management	3
FinTech and Digital Currencies Track Core Courses: 2 courses / 6 credits		
MBA 7311	Introduction to FinTech and Blockchain	3
MBA 7333	Cybersecurity in FinTech	3
FinTech and Digital Currencies Track Elective Course: 1 course / 3 credits		
MBA 7312	Digital Payments and Financial Technologies	3
MBA 7313	Regulatory and Legal Aspects of FinTech	3
Applied Project: 1 course / 3 credits		
MBA 8920	Applied Entrepreneurship Project	3

*MBA elective courses are offered based on the academic schedule for the semester in which they are offered and students' preference.

5.7 Mode of Delivery

The MBA program is offered in a traditional face-to-face teaching mode. Each MBA core and elective courses of 3 credit hours will be delivered over a period of seven weeks, with six and a half hours of face-to-face delivery per week, for a total of 45 hours per course. Students will take two courses simultaneously where one is delivered on Friday and the other on Saturday. The Friday course will be scheduled from 3:00pm to 9:30pm and the one on Saturday from 9:00am to 3:30pm.

Applied Entrepreneurship Project

The Applied Entrepreneurship Project is the MBA's integrative professional study, not a shortened thesis. It has one common course code, CLO set, workload, supervision model, milestone structure, rubric, moderation process and oral-defense requirement across the General and Concentration pathways. Each student addresses one bounded organizational challenge or entrepreneurial opportunity and demonstrates the ability to integrate program learning, evaluate evidence, use appropriate analytical and digital tools, formulate a feasible and sustainable response, and defend managerial decisions. A General-track project may address an approved general-management or entrepreneurial context and contributes 3 credits to the 12 General-track pathway credits. A specialized track project must be situated within the student's selected track and explicitly aligned with its learning outcomes; its 3 credits are therefore included in the 12 concentration-specific credits.

5.8 Graduation Requirements

In order to be eligible for an MBA degree at ADSM, a student must:

- Satisfactorily complete a minimum of 30 credit hours of coursework including all core courses.
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the school, based on a 4.00 scale.
- Satisfactorily complete all requirements.
- Not possess any missing grades or “IP” grades.
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy.
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

These requirements are officially listed in the ADSM Graduate Completion Policy, which is appended to this Catalog and available online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.9 Time Limit for Program Completion

The delivery format enables students to complete the program in a minimum period of 12 months, if enrolled on Full Time basis. Students may enroll on Part Time basis and take a smaller number of credit hours per term. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.11 Course Descriptions

5.11.1 Shared Core Courses

IEP 6211 Innovation and Entrepreneurship (3 credits)

This course aims to provide students with an understanding of the nature of entrepreneurship and introduces the importance of innovation in the entrepreneurial process. Students will learn how to develop growth oriented businesses - whether for-profit or not-for-profit. The course content supports students when starting or developing large and small businesses, and enable them to address challenges related to innovation initiatives. Students will explore current theoretical and practical perspectives to relate innovation and entrepreneurship to local and global sustainability priorities.

MKT 6212 Marketing Management (3 credits)

This course integrates core marketing principles with elements of innovation and entrepreneurship. Students will learn the advanced theories and concepts in marketing, including the use of contemporary digital technologies. Students will explore strategic marketing tools needed to inform marketing decisions. Managers must conduct marketing research to analyze market segments and recognize opportunities for the creation and promotion of new products and services. This course aims to enable students to evaluate a variety of marketing challenges and solve complex marketing issues.

MGT 6412 Strategic Management and Leadership (3 credits)

This course provides MBA students with a distinct advantage by integrating Strategy Formulation, Competitive Analysis, and Execution with the critical skills of Leadership. It focuses on how managerial decisions—driven by strong leadership—determine organizational success. Students will blend core concepts like internationalization, sustainability, entrepreneurship, and innovation into a holistic firm-wide perspective. The course challenges students to think beyond daily operations,

develop the capacity to ask critical questions about the firm's future, and gain the essential skills to lead strategic change effectively.

FIN 6312 Financial Management (3 credits)

This course explores the concepts of finance and the financial management of an organisation. The course covers financial statements and cash flow analysis, financial impacts of decision-making, capital budgeting, strategic and operational planning. It also explores the theoretical and practical issues of capital structure design, considers firm financing alternatives, including equity, long-term debt, hybrid securities, leasing, securitization, project finance, and examines the process through which securities are issued.

ECN 6311 Managerial Economics (3 credits)

Organizations are profoundly impacted by economic policies and activities in national and international markets. This course is designed to build on foundations from macro and microeconomics in the domestic and global economy. Students will gain pivotal insights into market dynamics, ethical managerial decisions, optimizing pricing, and strategic distribution. A key driver underpinning this course is the focus on the creation of a sustainable business economy through the study of relevant economic policies. Students will review the advanced theories and factual knowledge that recognize the role of innovation in creating value for society and stakeholders.

OPS 6312 Operations and Supply Chain Management (3 credits)

In this course, students will analyze the complex dynamics of planning, creating, and managing operations within organizations. This course will address diverse operations management decisions, such as those relating to product and process design, capacity planning, inventory management, layout, and supply chain management. The concepts of innovation, entrepreneurship and digital transformation are embedded in the course to capture current trends in many industries. This course will enable students to make innovative operations management decisions that enhance organizational performance in a variety of contexts and provide value to the stakeholders.

MBA 8920 Applied Entrepreneurship Project (3 credits)

The Applied Entrepreneurship Project is the MBA's integrative professional study, not a shortened thesis. It has one common course code, CLO set, workload, supervision model, milestone structure, rubric, moderation process and oral-defense requirement across the General and Concentration pathways. Each student addresses one bounded organizational challenge or entrepreneurial opportunity and demonstrates the ability to integrate program learning, evaluate evidence, use appropriate analytical and digital tools, formulate a feasible and sustainable response, and defend managerial decisions. A General-track project may address an approved general-management or entrepreneurial context and contributes 3 credits to the 12 General-track pathway credits. A specialized track project must be situated within the student's selected track and explicitly aligned with its learning outcomes; its 3 credits are therefore included in the 12 concentration-specific credits.

5.11.2 MBA Track in Digital Transformation and AI Management

Core Courses

MBA 7411 Digital Transformation Strategy and Leadership (3 credits)

This course explores how leaders design, implement, and sustain digital transformation strategies that drive innovation, agility, and competitive advantage. It integrates strategic frameworks, organizational change models, leadership competencies, and data-driven decision-making, emphasizing responsible

and ethical transformation practices. Students apply theoretical concepts through case analyses, simulations, and a group project designing a digital transformation roadmap.

MBA 7412 Application of Artificial Intelligence for Business (3 credits)

This course explores how artificial intelligence (AI) technologies—including machine learning, natural language processing, predictive analytics, and intelligent automation—can be applied to enhance business processes, drive innovation, and create organizational value. Students examine AI's strategic implications, ethical considerations, implementation challenges, and opportunities for competitive advantage. Through hands-on tools, case studies, and applied projects, learners develop the ability to evaluate, design, and communicate AI-enabled business solutions relevant to diverse industries.

Elective Courses

MBA 7403 Business Analytics for Decision-Making (3 credits)

This course develops the analytical skills required to leverage big data, predictive modeling, data visualization, and business intelligence techniques to support strategic and operational decision-making. Students learn to interpret analytical outputs, design data-driven insights, evaluate analytical tools, and apply business analytics frameworks to real-world organizational challenges. Emphasis is placed on practical applications that enhance value creation, process improvement, and competitive advantage in digitally transformed organizations.

MBA 7404 Ethics, Governance, and Risk Management in Digital Transformation (3 credits)

This course examines the ethical, legal, and governance dimensions of digital transformation, with a particular focus on cybersecurity, data protection, AI governance, and risk management frameworks. Students assess key issues related to digital rights, regulatory compliance, algorithmic bias, and responsible innovation. The course provides the necessary frameworks and tools for designing effective digital governance structures to manage risks and ensure responsible digital adoption in organizations.

5.11.3 MBA Track in FinTech and Digital Currencies

Core Courses

MBA 7311 Introduction to FinTech and Blockchain (3 credits)

This course provides a comprehensive introduction to Financial Technology (FinTech) and blockchain technologies, examining how digital innovation is transforming financial systems, services, and business models globally and within the UAE. Designed for MBA students specializing in FinTech and Digital Currencies, the course introduces core concepts including digital payments, peer-to-peer finance, cryptocurrencies, decentralized finance (DeFi), smart contracts, blockchain infrastructure, and emerging financial platforms. Aligned with QFEmirates Level 7, the course develops students' ability to apply knowledge to complex business contexts, evaluate strategic implications of financial innovation, and propose technology-enabled financial solutions.

MBA 7333 Cybersecurity in FinTech (3 credits)

This course examines cybersecurity risks and their strategic implications for FinTech organizations and digitally enabled financial services. Designed for managers rather than technical specialists, it explores cyber threats, data and payment security, digital identity, third-party risk, governance, regulation, and operational resilience. Students develop managerial capabilities to assess cybersecurity risk, make informed security decisions, and strengthen organizational resilience while supporting FinTech innovation.

Elective Courses

MBA 7312 Digital Payments and Financial Technologies (3 credits)

This course examines the rapidly evolving landscape of digital currencies and financial technologies transforming global financial systems. Students explore cryptocurrencies, blockchain-based financial services, decentralized finance (DeFi), and emerging innovations such as Central Bank Digital Currencies (CBDCs), tokenization, and digital asset markets. The course evaluates technological, regulatory, ethical, and strategic implications of digital finance for banks, fintech startups, governments, and investors. Through applied case studies and industry analysis, students develop the capability to assess digital currency models, evaluate financial technology innovations, and formulate strategic responses to financial disruption in global and regional financial ecosystems.

MBA 7313 Regulatory and Legal Aspects of FinTech (3 credits)

This course analyzes the governance, compliance, cybersecurity, and legal frameworks that underpin the responsible adoption of FinTech innovations in local and global markets. Students examine regulatory technologies (RegTech), digital financial governance, anti-money laundering (AML), data privacy, blockchain regulation, and cybersecurity frameworks relevant to financial technologies and digital currencies. Emphasis is placed on balancing innovation, risk mitigation, and legal compliance in rapidly evolving financial ecosystems.

6.0 Master of Science in Sustainable Business Excellence (MSSBE)

The Master of Science in Sustainable Business Excellence (MSSBE) provides skills necessary for today's dynamic business environment. The MSSBE program provides students with in-depth understanding of sustainability, issues in business excellence, and their practical applications in the workplace. Graduates will be able to implement practical approaches and techniques of sustainable 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 sustainability and business excellence.

6.1 Admission Requirements

To be admitted into the MSSBE program, students must demonstrate their potential for graduate work through previous academic performance in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business or engineering, but who have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.1.5 of this Catalog for more information.

6.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Graduate Application Form
- An earned Bachelor's degree recognized by the Ministry of Higher Education & Scientific Research
- Official college or university transcript from all institutions of higher education attended
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo.

6.3 MSSBE Program Goals

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

- 1 Abilities to utilize relevant concepts and theories of sustainability and business excellence.
- 2 Knowledge and skills to apply problem solving skills to a variety of strategic sustainable business excellence scenarios.
- 3 Competencies to apply the principles and frameworks of business excellence to enhance organizational performance.

- 4 Responsibility to select appropriate tools and techniques and explain their suitability within the organization's context.
- 5 Ability to implement quality frameworks, like ISO or Six Sigma, fostering continuous improvement and skill development. This strengthens both operational and overall business excellence creating a culture of continuous sustainable improvement.
- 6 Competencies in integrating digital tools and AI with business excellence frameworks, facilitating the automation of processes, reduction of errors, and provision of data-driven insights. Graduates gain upskilling opportunities in advanced technologies, while their organisations gain agility, innovation, and sustainability in the market.
- 7 Future employability and career prospects, by combining business excellence and digital transformation, ensuring long-term business sustainability. Graduates enjoy clearer career progression through new skills and leadership roles.

6.4 MSSBE Program Learning Outcomes

Students successfully completing the ADSM MSSBE will be able to:

- 1 Demonstrate an advanced comprehensive knowledge of the impact of business excellence initiatives on sustainable business outcomes.
- 2 Implement business excellence theories, processes, structures, systems, and strategies in a variety of business contexts.
- 3 Critically analyze the purpose and functions of sustainable quality management and achievement of business excellence.
- 4 Evaluate and select appropriate research instruments and problem-solving techniques to conduct research in sustainable business excellence.
- 5 Apply leadership skills to achieve sustainable business excellence outcomes.
- 6 Formulate solutions for complex problems relating to sustainable business excellence and communicate to relevant stakeholders.

6.5 MSSBE Program Learning Outcomes Matrix

Core Courses	Code	P1	P2	P3	P4	P5	P6
Research Methods	SBE 8111	√	√	√	√		
Sustainable Quality Management	SBE 8220	√	√	√	√	√	√
Business Excellence in Industry	SBE 8221	√	√	√	√		√
AI and Digital Excellence	SBE 8222	√	√	√	√	√	√
Sustainable Operations Management	SBE 8223	√	√	√	√		√
Strategic Management Principles	BUS 8421		√	√	√		√
Sustainability and Circular Economy	SBE 8224	√	√	√	√	√	√
Individual Consultancy Thesis I (Proposal)	SBE 8918	√	√	√	√	√	
Individual Consultancy Thesis II (Final)	SBE 8919		√	√	√	√	√
Applied Project	SBE 8920	√	√	√	√	√	√

Elective Courses (Only Two)	Code	P1	P2	P3	P4	P5	P6
Supply Chain Management	BUS 8427	√	√	√	√	√	√
Excellence in Customer Service	BUS 8424	√	√	√	√	√	√
Project Management	BUS 8426	√	√	√	√	√	√
Innovation and Entrepreneurship	BUS 8420	√	√	√	√		√

6.6 Mapping of MSSBE Program Learning Outcomes to Level 9 of QF Emirates Framework

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

6.7 MSSBE Program Structure and Sequence

Students are required to take seven core courses, six credit hours in a thesis track, plus one elective (3 credit hours) or six credit hours for an applied project track and two elective courses (6 credit hours), totaling 30 credit hours for completion of the program, totaling 30 credit hours.

Standing	Code	Course Title	Credit Hours	Pre-requisites / Co-requisites
Core Courses				
Core	SBE 8111	Research Methods	3	First Semester Requirement
Core	SBE 8220	Sustainable Quality Management	3	None
Core	SBE 8221	Business Excellence in Industry	3	None

Standing	Code	Course Title	Credit Hours	Pre-requisites / Co-requisites
Core	SBE 8222	AI and Digital Excellence	3	None
Core	SBE 8223	Sustainable Operations Management	3	None
Core	BUS 8421	Strategic Management Principles	3	None
Core	SBE 8224	Sustainability and Circular Economy	3	None
			21	
Thesis Track				
Thesis	SBE 8918	MSSBE Individual Consultancy Thesis I (Proposal)	3	Pre-requisites: A minimum of four core courses (12 credit hours), which must include: SBE 8111, SBE XXX1
Thesis	SBE 8919	MSSBE Individual Consultancy Thesis II (Final)	3	Pre-requisites: SBE 8918 and four Core Courses; additional two Courses (pre-requisite or co-requisite)
			6	
		OR	OR	
Applied Project Track				
Applied Project	SBE 8920	Applied Project	3	None
Elective	TBC	One required additional Elective (selected from those offered below)	3	None
			6	
Elective Courses (one required)				
Elective	BUS 8427	Supply Chain Management	3	None
Elective	BUS 8424	Excellence in Customer Service	3	None
Elective	BUS 8426	Project Management	3	None
Elective	BUS 8420	Innovation and Entrepreneurship	3	None
			3	
TOTAL CREDIT HOURS			30	

6.8 Mode of Delivery

The MSSBE program is offered in a traditional face-to-face teaching mode. Courses will be delivered over an 8-week period on weekdays from 5:00 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities.

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). For further details, please refer to Section

1.7.1 or P 322 Thesis Policy, available on the Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae) and appended to this Catalog.

6.9 MSSBE Graduation Requirements

In order to be eligible to graduate from the MSSBE program at ADSM, a student must:

- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or “IP” grades
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as spelled out in the School’s policies.

6.10 Time Limits for Program Completion

Students enrolled in a full-time mode require a minimum period of 12 months on the Applied Project track or 15 months on the Thesis track to complete the requirements for the degree. Student may enroll on Part Time basis and take a smaller number of credit hours per term. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

6.11 MSSBE Course Descriptions

6.11.1 MSSBE Core Courses

SBE 8111 Research Methods (3 Credits)

This course provides an opportunity for students to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches. The course will prepare students for research thesis I & II that they will undertake later in the program. The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use these theoretical underpinnings to begin to critically review the literature relevant to their field or interests and determine how research findings are useful in informing their understanding of their environment (work, social, local, global).

SBE 8220 Sustainable Quality Management (3 Credits)

This course focuses on the principles, methodologies, and tools of quality management needed for business excellence in today's competitive environment. It explores quality management systems (QMS), quality improvement tools, and the relationship between quality management approaches and organizational culture. Students will learn to assess the effectiveness of QMS strategies in enhancing operational efficiency, customer satisfaction, and overall performance using quantitative and qualitative metrics. They also create comprehensive quality improvement plans tailored to specific organizational needs, enabling them to lead successful initiatives and drive sustainable excellence. The course presents various implementations within business cases.

SBE 8221 Business Excellence In Industry (3 Credits)

This course provides a comprehensive exploration of principles, methodologies, and tools for fostering excellence in various industries. Students will analyze and evaluate business excellence frameworks, assess the strategic importance of business excellence, and use real-world UAE case studies to illustrate its transformative impact. The course also evaluates the alignment of business excellence principles with organizational goals, culture, and values. The course further examines the impact of business excellence practices on key performance indicators (KPIs) and enables students to develop a comprehensive implementation plan. This approach empowers students to drive positive change and achieve long-term success.

SBE 8222 AI and Digital Excellence (3 Credits)

"Digital Excellence" is a course that equips students with the knowledge and skills essentials of digital business. It emphasizes the understanding of digital ecosystem towards implementing transformative digital strategies. The course provides fundamentals of modern digital business environment encompassing digital workspace that optimizes enterprise applications. With emphasis on emerging technologies that include AI, big data, and blockchain, it delves into digital platforms to drive business innovation. Through case studies, students will explore digital innovation, disruption, and the imperative of digital transformation as experienced in various industries. These will provide business insights on organizational business models, digital operations, and common success and challenges. Such knowledge is essential towards business excellence that emphasizes measuring, monitoring, and controlling of business key performance indicators. The course culminates in proposing digital transformation strategies with consideration on project management as well as change management.

SBE 8223 Sustainable Operations Management (3 Credits)

Managing sustainable operations is vital to every type of organization, for it is only through effective and efficient utilization of resources that an organization can be successful in the long term. In today's fast-paced business world, operation managers must appreciate the integration of operations on the organization, employees, and customers. Priority focus areas include the linkages between operations design, business strategy, and globalization. This course aims to develop a critical understanding of operations management strategy in organizational performance and competitiveness. It will build knowledge of operations management principles and concepts and critically appraise how they can be applied across different organizational functions.

SBE 8224 Sustainability and Circular Economy (3 Credits)

Sustainability is a grand challenge for modern society and this challenge requires organisations to focus on transitions towards energy-efficient processes, sustainable solutions and a circular economy. This course is intended for individuals seeking to make meaningful contributions towards sustainable futures and will provide students with the opportunity to develop a critical understanding of what sustainability means to organisations and society. The course introduces the core concepts, theories and principles (such as the integration, equity, and precautionary principles) of sustainable development to enable learners to envision and evaluate problems and business models for sustainable development. Students will integrate knowledge from the course to develop action plans and policies towards advances sustainability and the circular economy.

BUS 8421 Strategic Management Principles (3 Credits)

The course "Strategic Management Principles" offers a comprehensive understanding of strategic management concepts, theories, and models. It covers decision-making at various organizational levels, including corporate, business, and operational. Students learn to evaluate strategic decisions and their impact on outcomes, and develop skills to formulate management strategies. By the end of the course, students will have a deep understanding of strategic management principles and the ability to apply them in diverse contexts, enabling them to drive organizational success and business excellence.

SBE 8918 MSSBE Individual Consultancy Thesis I (Proposal) (3 Credits)

This course is intended for Master level students to create an Individual Consultancy Thesis Proposal (Thesis I) within the MSSBE program. This course aims to allow students to integrate and apply knowledge from earlier relevant courses in the program to identify and investigate a specific research problem in an organization in an industry or government sector. Students will submit a written proposal comprising two chapters and conduct a proposal presentation for the Individual Consultancy Thesis I (Proposal) course. The chapters and presentation should include an introduction, problem statement, research questions / hypotheses, expected contribution/s, literature review, and proposed methodology. See Thesis Policy for the full set of requirements. After examination of the proposal and presentation by the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval, and permission to progress to the Thesis II (Final) course.

SBE 8919 MSSBE Individual Consultancy Thesis II (Final) (3 Credits)

The purpose of the Individual Consultancy Thesis II (Final) project is to integrate and apply knowledge from earlier relevant courses within the MSSBE program. The course will enable the student to investigate the specific research problem as presented in the Individual Consultancy Thesis I (Proposal) course. The research will be undertaken in the context of an organization in an industry or government sector. Each student is required to conduct in-depth research on an organizational problem identified in the Thesis 1 (Proposal) course. As such, the student will select and utilize an appropriate research approach, which includes data collection, data analysis that draws on relevant research methods and techniques, interpretation of findings, and discussion of proposed contributions from the study. Students will produce a final unique written thesis and participate in an oral defense of this work. Each student will work with the allocated supervisor, with whom they will interact and discuss the work throughout the process of completing and defending his/her individual thesis.

6.11.2 MSSBE Elective Courses

BUS 8424 Excellence in Customer Service (3 Credits)

This course aims to equip students with the knowledge and skills to deliver exceptional customer service across various industries. It explores customer service principles, best practices, and innovative strategies, focusing on creating memorable experiences that drive customer satisfaction, loyalty, and long-term success. The course also examines the impact of a customer-centric culture, aligning organizational goals with customer needs, and the role of technology in enhancing customer service delivery. The ultimate goal is to create a comprehensive customer service strategy tailored to a specific industry or organization, enabling participants to become leaders in delivering exceptional experiences that drive business growth.

BUS 8426 Project Management (3 Credits)

An awareness and application of project management principles and techniques is essential for continuous improvement and innovation by real-world organisations. From mega projects that construct highways and airports to small projects that develop websites and courses, projects are of different forms, lifecycles, costs, and scopes with risks, and require time, effort and focus. In this course, students will have the opportunity to develop and advance their understanding of the fundamental concepts, principles and practices applied by project managers in multidisciplinary environments. The course is also designed to equip students with a range of practical tools and techniques to effectively plan, develop, and manage improvement and innovation projects.

BUS 8420 Innovation and Entrepreneurship (3 Credits)

Quality management and control are incomplete without transformation and innovation of organizational processes. Whether it is new or old technological processes, the competition around the globe compels entrepreneurs to foster innovation and agility. This course aims to provide the student with hands-on, real-life experience and skills to foster innovation and entrepreneurship abilities to improve the quality of their organizations. It will further help to improve the organization, planning, and communications skills of cross-functional and multicultural teams to achieve sustainable competitive advantage.

BUS 8427 Supply Chain Management (3 Credits)

This course examines the strategic role of supply chain management in achieving organizational quality, operational excellence, sustainability, and competitive advantage. Students explore the design, integration, and management of supply chain networks, including procurement, logistics, inventory management, supplier relationships, demand planning, risk management, and performance measurement. Emphasis is placed on the application of quality and business excellence principles to optimize supply chain processes, enhance stakeholder value, improve organizational resilience, and support sustainable business practices. Through case studies and applied problem-solving exercises, students develop the ability to evaluate and improve supply chain performance in complex and dynamic business environments.

7.0 Master of Science in Leadership and Organizational Development (MSLOD)

The Master of Science in Leadership and Organizational Development (MSLOD) provides skills necessary for today's dynamic business environment. The MSLOD program provides students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. Graduates from the program would be able to analyze and solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern business environment.

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 leadership and organizational development.

7.1 Admission Requirements

To be admitted into the MSLOD program, students must demonstrate their potential for graduate work through previous academic performance in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

7.2 Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Required Documents

- Completed Graduate Application Form
- An earned bachelor's degree recognized by the MOHESR
- Official college or university transcript from all institutions of higher education attended.
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport photo.

7.3 MSLOD Program Goals

The MSLOD program has specific goals related to the study of leadership and organizational development. The program aims to develop graduates':

- abilities to utilize relevant strategic leadership concepts and theories.
- knowledge and skills to analyze and manage the business environment to lead an organization.
- competency to apply the principles of organization development to enhance the performance of an organization.

- planning skills required to maximize results in a variety of organizational contexts.

7.4 MSLOD Program Learning Outcomes

Students successfully completing the ADSM MS LOD program will be able to:

- 1 Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.
- 2 Implement organizational development, theory, process, structure, and systems.
- 3 Critically analyze the ethical and cultural dimensions of leadership
- 4 Evaluate and select appropriate research instruments and problem solving techniques to conduct research in leadership and organizational development
- 5 Apply leadership skills required to achieve the implementation of organizational plans.
- 6 Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders.

7.5 MSLOD Program Learning Outcomes Matrix

Core Courses	Code	P1	P2	P3	P4	P5	P6
Research Methods	LED 8111	√	√	√	√		
Leadership Culture and Ethics	LED 8312	√		√		√	√
Leadership, Organizational Development, & Change Management	LED 8316	√	√	√		√	
Organizational Behavior	LED 8325		√	√	√		√
AI and Data Analytics for Leadership	LED 8318	√	√	√		√	
Agile Leadership	LED 8319						
Strategic Management and Disruptive Leadership	BUS 8422		√		√	√	√
MSLOD Individual Consultancy Thesis I (Proposal)	LED 8918	√	√	√	√	√	
MSLOD Individual Consultancy Thesis II (Final)	LED 8919		√	√	√	√	√
Applied Project	LED 8920	√	√	√	√	√	√

Elective Courses (Only Two)	Code	P1	P2	P3	P4	P5	P6
Leading Sustainability and Sustainable Performance	LED 8321	√	√			√	√
Conflict Management and Negotiation	BUS 8420	√	√	√			√
People Analytics	LED 8322	√	√	√		√	
Crisis Management	BUS 8421		√	√		√	√

7.6 Mapping of MSLOD Program Learning Outcomes to Level 7 of QF Emirates Framework

Program-level outcomes (P). Students completing the MSLOD program will be able to:	Knowledge (K)	Skills (S)	Responsibility (R)
PLO1: Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.	×	×	×
PLO2: Implement organizational development, theory, process, structure, and systems			
PLO3: Critically analyze the ethical and cultural dimensions of leadership			
PLO4: Evaluate and select appropriate research instruments and problem-solving techniques to conduct research in leadership and organizational development			
PLO5: Apply leadership skills required to achieve the implementation of organizational plans			
PLO6: Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders			

7.7 MSLOD Program Structure and Sequence

Students are required to take seven core courses, six credit hours in a thesis track, plus one elective (3 credit hours) or six credit hours for an applied project track and two elective courses (6 credit hours), totaling 30 credit hours for completion of the program, totaling 30 credit hours.

Standing	Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	LED 8111	Research Methods	3	First Semester Requirement
Core	LED 8312	Leadership Culture and Ethics	3	None
Core	LED 8316	Leadership, Organizational Development, and Change Management	3	None
Core	LED 8325	Organizational Behavior	3	None
Core	LED 8318	AI and Data Analytics for Leadership	3	None
Core	LED 8319	Agile Leadership	3	None
Core	BUS 8422	Strategic Management and Disruptive Leadership	3	None
			21	
Thesis Track				
Thesis	LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)	3	Pre-requisites: A minimum of four core courses (12 credit

				hours), which must include: LED 8111, LED 8312
Thesis	LED 8919	MSLOD Individual Consultancy Thesis II (Final)	3	Pre-requisites: LED 8918 and four Core Courses; additional two Core Courses (pre-requisite or co-requisite)
			6	
			OR	
Applied Project Track				
Applied Project	LED 8920	Applied Project	3	None
Elective	TBC	One required additional Elective (selected from those offered below)	3	None
			6	
Elective Courses (one required)				
Elective	LED 8321	Leading Sustainability and Sustainable Performance	3	None
Elective	BUS 8420	Conflict Management and Negotiation	3	None
Elective	LED 8322	People Analytics	3	None
Elective	BUS 8421	Crisis Management	3	None
			3	
		TOTAL CREDIT HOURS	30	

7.8 Mode of Delivery

The MSLOD program is offered in a traditional face-to-face teaching mode. Courses will be delivered over an 8-week period on weekdays from 5:00 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities.

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae) and appended to this Catalog.

7.9 MSLOD Graduation Requirements

In order to be eligible for a Master of Science in Leadership and Organizational Development degree at ADSM, a student must:

- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses

- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or “IPs”
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

7.10 Time Limits for Program Completion

Students enrolled in a full-time mode require a minimum period of 12 months on the Applied Project track or 15 months on the Thesis track to complete the requirements for the degree. Student may enrol on Part Time basis and take a smaller number of credit hours per term. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

7.11 MSLOD Course Descriptions

7.11.1 Core Courses

LED 8111 Research Methods (3 credits)

This course enables students to develop and expand their research abilities via critical investigation of the principles of research methodologies, ethics, and approaches. This course focuses on advanced concepts in topic selection, formulating research questions and objectives, research design, theoretical underpinnings, and critical review of literature, quantitative and qualitative research approaches, ethical principles and challenges, elements of a comprehensive research proposal, sampling, analysis, and research communication. Students will be equipped with the information and skills necessary to undertake original research projects and understand how research findings are useful in informing their understanding of their environment (work, social, local, global).

LED 8312 Leadership Culture and Ethics (3 credits)

This course explores the key issues around strategic leadership, culture, and ethics in organizations and business environments. This will involve reviewing relevant theories, models, and concepts and their practical application to business today. The course identifies the concepts and approaches involved in nurturing a culture of trust and ethical consideration in business. Successful businesses demonstrate honesty, transparency, ethical behavior, and open communication.

LED 8316 Leadership, Organization Development, and Change Management (3 credits)

This course explores issues related to effective leadership and its role in organizational development (OD) by offering a comprehensive look at individual, team, and organizational change, covering classic and contemporary organizational development techniques, and the issues of understanding and empowerment, data collection and analysis toward development practices. The student will explore the theories and methods of organization development in order to have a better understanding of the kinds of strategies and OD models of interventions that are appropriate for various settings. Students will be equipped with the information and skills necessary for those who are considering careers in leadership, consultancy, or any other field where there is a focus on organizational development and advancement in the workplace.

LED 8325 Organizational Behavior (3 credits)

Organizational Behavior is the study of how individuals and groups impact the behavior within an organization. Organizational Behavior presents a comprehensive introduction to the process of management and the science of organizational behavior so that students comprehend the fundamental theories of management and of human behavior in organizational environments. Thus, the course examines the history and a contemporary analysis of these two concepts relating them to aspects of the individual, the group and to organizational systems. It is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, economics, and organization theory. Additionally, the course covers emotion, emotional intelligence, work motivation, work attitudes, job satisfaction, work teams and group dynamics. In this course, conceptual frameworks and case discussions are included to assist students in developing their communication and group /teamwork competencies to critically analyze related complex information.

LED 8318 AI and Data Analytics for Leadership (3 credits)

This course explores the application of artificial intelligence (AI) and data analytics to leadership and organizational development. Students examine how emerging technologies support strategic decision-making, organizational performance, workforce planning, and change initiatives. Emphasis is placed on interpreting organizational data, applying AI-enabled analytical tools responsibly, and evaluating the ethical implications of AI-driven leadership in complex organizational environments.

LED 8319 Agile Leadership (3 credits)

This course examines the principles, frameworks, and practices of Agile leadership in contemporary organizations. Students develop the knowledge and skills required to lead adaptive teams, manage organizational change, foster innovation, and build resilient organizational cultures. Emphasis is placed on applying agile leadership approaches to complex organizational challenges, enabling leaders to enhance collaboration, responsiveness, continuous improvement, and sustainable organizational performance.

BUS 8422 Strategic Management and Disruptive Leadership (3 credits)

This course provides students with a holistic view and understanding of how different types of organizations manage the dynamics of strategy and policy formulation, implementation, and evaluation in order to respond to changes in both internal and external environmental dynamics and develop sustainable competitive advantage. The course considers the strategic choice options for managers and looks at the concepts of complexity and complex adaptive systems within the lens of organizational dynamics. Strategy is an integrative discipline. Analysis requires students to look at the company as a whole rather than in terms of its isolated functions and in terms of the company's place in the wider context of industry and environment rather than as an isolated entity.

LED 8918 MSLOD Individual Consultancy Thesis I (Proposal) (3 credits)

This course is intended for Master level students to create an Individual Consultancy Proposal (Thesis I) project within the MSLOD program. This course aims to allow students integrate and apply knowledge from earlier relevant courses in the program to identify and investigate a specific research problem in an organization in an industry or government sector. Students will submit a written proposal comprising two chapters and conduct a proposal presentation for the Thesis I (Proposal) course. The chapters and presentation should include an introduction, problem statement, research questions / hypotheses, expected contribution/s, literature review, and proposed methodology. See Thesis Policy for the full set of requirements. After examination of the proposal and presentation by

the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval, and permission to progress to the Thesis II (Final) course.

LED 8919 MSLOD Individual Consultancy Thesis II (Final) (3 credits)

The purpose of the Individual Consultancy Thesis II (Final) project is to integrate and apply knowledge from earlier relevant courses within the Master of Science in Leadership and Organizational Development (MSLOD) program. The course will enable the student to investigate specific research problems as presented in the Individual Consultancy Thesis I (Proposal) course (LED 8918). The research will be undertaken in the context of an organization in an industry or government sector. Each student is required to conduct in-depth research on an organizational problem identified in the Thesis 1 (Proposal) course. As such, the student will select and utilize an appropriate research approach, which includes data collection, data analysis that draws on relevant research methods and techniques, interpretation of findings, and discussion of proposed contributions from the study. Students will produce a final unique written thesis and participate in an oral defense of this work. Each student will work with the allocated supervisor, with whom they will interact and discuss the work throughout the process of completing and defending his/her individual thesis.

LED 8920 Applied Project (3 credits)

This project-based course enables students to apply advanced knowledge and skills from their Master's program to an independent, applied project in a relevant workplace, industry, or UAE business environment. Students will identify a workplace or sectoral problem/opportunity, conduct structured research using secondary data and contemporary academic literature, and develop a comprehensive project report with actionable recommendations. This project is not at the analytical level of a thesis, but requires students to demonstrate independent research skills, synthesis of knowledge, and application of theory to practice.

7.11.2 Elective Course Descriptions

LED 8321 Leading Sustainability and Sustainable Performance (3 credits)

The application of sustainable principles in business were once the preserve of the minority. In recent times these principles have moved into the mainstream of business. Organizations are moving beyond merely cultivating a green image and are fully embracing sustainability. Increasingly, sustainability is seen to provide opportunities for future growth. More senior executives view sustainability as a long-term plan. In the current business landscape, the businesses that have no ambitions in sustainability form the minority. This course aims to develop the students' knowledge and understanding of why firms are embracing sustainable practices, how companies are embedding corporate social responsibility into their businesses, and how they are gauging and reporting their success.

BUS 8429 Conflict Management and Negotiation (3 credits)

Wherever people work together, occasional conflict is inevitable. What sets one organization apart from another is how people respond to conflict when it does arise. This course views conflict as an ever-present component of any decision-making environment. It offers tools for understanding the nature of conflict and of individual and joint decision-making processes; devising individual and group strategies that minimize the destructive consequences of conflict; and, identifying solutions satisfactory to all involved. Students will analyze decision-making situations, understand the stakes of all involved, identify the sources of conflict and design strategies that recognize the positive and sometimes negative pressures on cooperation.

LED 8322 People Analytics (3 credits)

This course examines the principles and applications of people analytics in supporting evidence-based leadership and organizational decision-making. Students explore techniques for collecting, analyzing, and interpreting workforce data to improve talent management, employee engagement, organizational performance, and strategic human resource planning. The course also considers ethical, legal, and governance issues associated with the responsible use of employee data and predictive analytics.

BUS 8428 Crisis Management (3 credits)

This course explores the principles, frameworks, and leadership practices required to prepare for, respond to, and recover from organizational crises. Students examine strategic crisis planning, risk assessment, crisis communication, business continuity, and organizational resilience across diverse sectors. Emphasis is placed on leading under uncertainty, making ethical decisions, coordinating stakeholders, and developing resilient organizations capable of responding effectively to complex and rapidly evolving challenges.

8.0 Master of Science in Business Analytics (MSBA)

The Master of Science in Business Analytics (MSBA) program has been developed to educate future business leaders, who will contribute to the socio-economic development of the Emirate of Abu Dhabi and the UAE. The program contributes to several of the seven areas of ongoing economic policy of the Abu Dhabi Vision 2030, especially to 'build an open, efficient, effective and globally integrated business environment', develop a highly skilled, highly productive workforce', and 'drive significant improvement in the efficiency of the labor market'.

The MSBA has been designed by ADSM and accredited by the UAE MOHESR for business leaders and managers, to develop and inspire greater competitiveness in the increasingly important area of data-driven business. Our MSBA program has been constructed to enable business professionals to develop and enhance their data analytics skills and competencies in solving business issues within their organizations. The MSBA will develop our students' specialist skills in Business Analytics enabling them to determine the measures of performance for the success of their organizations, using evidence-based data as a strategic asset in the decision-making process.

The MSBA program at ADSM provides students with the option to choose one of two concentrations, after completing the common core courses. These are Big Data Management and Artificial Intelligence (AI) Management.

8.1 Admission Requirements

To be admitted into the MSBA program, students must demonstrate their potential for graduate work through previous academic performance in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

8.2 Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Graduate Application Form
- An earned Bachelor's degree recognized by MoHESR in a relevant discipline such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science
- Official college or university transcript from all institutions of higher education attended
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo

8.3 MSBA Program Goals

The MS Business Analytics program has specific goals, which are to develop:

- 1 Graduates' abilities to appraise the theories and concepts of Business Analytics
- 2 Graduates' competencies to apply the principles of Business Analytics to a business environment
- 3 Graduates' knowledge and skills to analyze and transform data to solve business issues
- 4 Graduate's ability to significantly contribute to a firm in an industry sector

8.4 MSBA Program Learning Outcomes

Students who complete the program successfully, regardless of the concentration, will be able to:

- 1 GLO1: Critically appraise current issues in Business Analytics
- 2 GLO2: Critically examine large data sets within organizational contexts
- 3 GLO3: Critically assess wide range of appropriate technology that transform new and abstract data in problem-solving solutions
- 4 GLO4: Critically evaluate current research in advanced problem-solving that is used to interrogate large data sets

In addition, students who choose the Big Data Management concentration, will be able to:

- 1 BDLO1: Compare trending Big Data management technologies in addressing strategic business needs
- 2 BDLO2: Propose strategic business solution/s to solve challenges in Big Data management
- 3 BDLO3: Discover independent learning strategies to extend professional knowledge of Big Data management, relating to changing innovations, research, ethics, and standards

Whereas students who choose the AI Management concentration, will be able to:

- 1 AILO1: Compare recent Artificial Intelligence management applications to recommend strategic business solution/s
- 2 AILO2: Integrate Artificial Intelligence management applications to address changing business needs
- 3 AILO3: Discover independent learning strategies to extend professional knowledge of Artificial Intelligence management, relating to changing innovations, research, ethics, and standards

8.5 MSBA Program Learning Outcomes Matrix

Each of the common core courses, the concentration specific courses and the Thesis provides specific pedagogy and alignment to the program's learning outcomes, as shown below.

MSBA – Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4
Analytics in Business	BUS 8401	✓	✓	✓	✓
Research Methods for Business Analytics	BUS 8402	✓	✓	✓	✓
Maths and Statistical Foundations for Analytics	BUS 8403	✓	✓	✓	✓
Optimization and Decision Systems	BUS 8404	✓	✓	✓	✓
Machine Learning	BUS 8405	✓	✓	✓	✓

MSBA – Big Data Management Courses

Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
Data Management	BDM 8501	√				√	√	√
Visualization	BDM 8502		√			√	√	√
Data Strategy	BDM 8503	√				√	√	√

Elective Courses (Two Required)

Core Course	Code	GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
Digital Marketing Analytics	BDM 8504		√			√	√	√
Workforce Analytics	BDM 8505		√			√	√	√
Business Analytics Ethics and Policies	BDM 8506	√				√	√	√
Big Data Boardroom Analytics	BDM 8507	√				√	√	√

MSBA – Artificial Intelligence Management Courses

Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
Applied Artificial Intelligence	AIM 8601	√				√	√	√
AI Business Applications	AIM 8602	√				√	√	√
AI Strategy and Change	AIM 8603	√				√	√	√

Elective Courses (Two Required)

Core Course	Code	GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
AI Innovation & Entrepreneurship	AIM 8604	√				√	√	√
AI in Society	AIM 8605		√			√	√	√
AI Ethics and Policies	AIM 8606		√			√	√	√
AI Boardroom Analytics	AIM 8607	√				√	√	√

8.6 Mapping of MSBA Program Learning Outcomes to Level 9 of QFEmirates Framework

8.7 MSBA Program Structure and Sequence

The MSBA program is composed of courses that provide students with specialized knowledge in solving business problems using analytical tools and methods. The program consists of 12 courses, each three credit hours in value. ADSM offers a non-thesis pathway in addition to the existing thesis pathway. This is designed to give students greater flexibility in how they complete their degree, based on their academic or professional goals. Under this new dual-pathway structure, students may choose one of the following options:

Thesis Pathway

Students complete a traditional academic thesis worth 6 credit hours (CH), consisting of:

- Individual Consultancy Thesis I (3 CH)
- Individual Consultancy Thesis II (3 CH)

Non-Thesis Pathway (Applied Project)

Students complete a practice-oriented applied project worth 6 credit hours (CH), consisting of:

- One additional elective course (3 CH)
- One Applied Project course (3 CH)

The applied project course focuses on practical problem-solving and real-world organizational impact, while maintaining the academic rigor required at QFEmirates Level 7.

The MSBA program offers two concentrations, Big Data Management and Artificial Intelligence Management. Prior to choosing concentration, students must complete the five 3-credit hour common core courses. The sequence of the courses starts with the five common core courses. These serves as an introduction to the program, preceding the major-specific courses.

Program Learning Outcomes (PLOs) Level 7. Students completing the MBA program will be able to:	QFEmirates Level 7 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
MSBA - General Learning Outcome (GLO)			
GLO1 Critically appraise current issues in Business Analytics	x	x	x
GLO2 Critically examine large data sets within organizational contexts			
GLO3 Critically assess wide range of appropriate technology that transform new and abstract data in problem-solving solutions			
GLO4 Critically evaluate current research in advanced problem-solving that is used to interrogate large data sets			
MSBA – Big Data Management Learning Outcomes (BDLO)			

BDLO1 - Compare trending Big Data management technologies in addressing strategic business needs			
BDLO2 - Propose strategic business solution/s to solve challenges in Big Data management	x	x	x
BDLO3 – Critically examine independent learning strategies to extend professional knowledge of Big Data management, relating to changing innovations, research, ethics, and relevant standards			
MSBA – Artificial Intelligence Management Learning Outcomes (AILO)			
AILO1 - Compare recent Artificial Intelligence management applications to recommend strategic business solution/s			
AILO2 - Integrate Artificial Intelligence management applications to address changing business needs	x	x	x
AILO3 - Critically examine independent learning strategies to extend professional knowledge of Artificial Intelligence management, relating to changing innovations, research, ethics, and relevant standards			

MSBA - Big Data Management

		Course	CH
Core Courses	Common	BUS 8401 Analytics in Business	3
		BUS 8402 Research Methods for Business Analytics	3
		BUS 8403 Maths and Statistical Foundations for Analytics	3
		BUS 8404 Optimization & Decision Systems	3
		BUS 8405 Machine Learning	3
	Major	BDM 8501 Data Management	3
		BDM 8502 Visualization	3
		BDM 8503 Data Strategy	3
	Total Credits (Core)		24
Elective Courses	BDM 8504 Digital Marketing Analytics	3	
	BDM 8505 Workforce Analytics	3	
	BDM 8506 Business Analytics Ethics & Policies	3	
	BDM 8507 Big Data Boardroom Analytics	3	
	Total Credits (two electives)		6 or 9
Thesis/ Applied Project	BDM 8918 Individual Consultancy Thesis I	3	
	BDM 8919 Individual Consultancy Thesis II	3	
	BDM 8920 Applied Project	3	
Total Credits (Thesis)			6 or 3
Grand Total			36

MSBA – Artificial Intelligence (AI) Management

		Course	Credit Hours
Core Courses	Common	BUS 8401 Analytics in Business	3
		BUS 8402 Research Methods for Business Analytics	3
		BUS 8403 Maths and Statistical Foundations for Analytics	3
		BUS 8404 Optimization & Decision Systems	3
		BUS 8405 Machine Learning	3
	Major	AIM 8601 Applied Artificial Intelligence	3
		AIM 8602 AI Business Application	3
		AIM 8603 AI Strategy & Change	3
	Total Credits (Core)		24
Elective Courses	AIM 8604 AI Innovation & Entrepreneurship	3	
	AIM 8605 AI in Society	3	
	AIM 8606 AI Ethics & Policies	3	
	AIM 8607 AI Boardroom Analytics	3	
	Total Credits (two electives)		6 or 9
Thesis/ Applied Project	AIM 8918 Individual Consultancy Thesis I	3	
	AIM 8919 Individual Consultancy Thesis II	3	
	AIM 8920 Applied Project	3	
Total Credits (Thesis)			6 or 3
		Grand Total	36

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae) and appended to this Catalog.

8.8 Mode of Delivery

The MSBA program is offered in a traditional face-to-face teaching mode. Courses will be delivered over an 8-week period on weekdays from 5:00 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities.

8.9 International Accreditation

The MSBA program is accredited by the Data Science Council of America (DASCA) demonstrating a commitment to quality learning and achieving the highest standards of quality assurance in data science education in conformance with the DASCA Essential Knowledge Framework. The accreditation is granted from 26 September 2023 to 25 September 2029.

8.10 MSBA Graduation Requirements

In order to be eligible for a MSBA program at ADSM, a student must:

- Satisfactorily complete a minimum of 36 credit hours of coursework for a Master of Science degree program
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or “IP” grades
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

The graduation requirements are officially listed in the ADSM Graduate Completion Policy, which is available online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.11 Time Limits for Program Completion

Students enrolled in a full-time mode require a minimum period of 15 months on the Applied Project track or 18 months on the Thesis track to complete the requirements for the degree. Student may enrol on Part Time basis and take a smaller number of credit hours per term. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.12 MSBA Course Descriptions

8.12.1 MSBA Common Core Courses

BUS 8401 Analytics in Business (3 credits)

This course lays the “Business” foundations for creating awareness in Business Analytics. Business analytics as a support for decision-making and its importance in the business environment is increasing at unprecedented levels. These enable executives, managers, and other corporate end-users to analyze various data and present actionable information to help make informed business decisions. We will appraise business data and analytics topics to address dynamic changes within an organizational context.

BUS 8402 Research Methods for Business Analytics (3 credits)

This course aims to provide an overview of the research design, approaches, and methodologies that prepare students to conduct research activities. It will equip students with quantitative and qualitative modelling techniques to develop solutions that address contemporary business analytics challenges. Students will identify and formulate a real-world business research problem using the research principles in business analytics. Successful completion of the course will enable students to conduct research and perform analytics in a business environment.

BUS 8403 Maths and Statistics Foundations for Analytics (3 credits)

This course introduces the basic concepts of applied statistics, including descriptive statistics, probability, and inferential statistics. It also covers linear regression, random variables, discrete, continuous random variables, basic and advanced calculus tools. The lectures will be threaded with tutorials that allow students to practice problem-solving in a business context. The course is the cornerstone of the coming courses in the Business Analytics Program as it lays the theoretical foundations and skills required to pursue the rest of the courses.

BUS 8404 Optimization and Decision Systems (3 credits)

This course introduces modeling, optimization, and simulation as applied to the study and analysis of operations to support effective and informed managerial decision-making. Optimization and decision systems provide a framework to think about a wide range of challenges and issues in business operations. The topics to be covered include a subset of the following: linear programming, sensitivity analysis for linear programs, duality, introduction to integer and non-linear programming, graph theory, convex optimization, and optimization algorithms. Examples are drawn from operations processes and systems.

BUS 8405 Machine Learning (3 credits)

This course introduces the fundamental methods at the core of modern machine learning. It covers theoretical foundations and essential algorithms for unsupervised and supervised learning. In addition, it includes the foundations of reinforcement learning and deep learning. Machine learning is a method of data analysis that automates analytical model building. Using algorithms that iteratively learn from data, machine learning allows computers to find hidden insights without being explicitly programmed where to look.

8.12.2 MSBA Big Data Management – Major and Elective Courses

BDM 8501 Data Management (Major – 3 credits)

This course will provide information on the data as a particular concept required for the scholarly process. Data is now viewed as the primary part of every business to share, combine, manage, and reuse the information in a business environment. Managing data is a complex process requiring expertise in organization, policy, and technology in a particular domain. Students will understand the foundational concepts of data management to solve real-world business problems as data managers.

BDM 8502 Visualization (Major – 3 credits)

This course aims to equip students with a comprehensive and practical understanding of data visualization: a multi-disciplinary recipe of art, science, math, technology, and many other interesting ingredients. The emphasis is to instill the necessary critical thinking required to best judge the many analytical, practical, and design decisions involved in this activity. The module will offer a blend of academic and applied perspectives, covering the full suite of conceptual, theoretical and practical capabilities required to master this multidisciplinary pursuit. Teaching content will be supplemented by real-life application case study demonstration and experience. In-class exercises and course assignments will further embed this learning process.

BDM 8503 Data Strategy (Major – 3 credits)

This course provides practical steps to implement data strategy using the key data management domains such as data governance, data management, and data analytics to solve business issues. In

today's volatile business environment, the strategic use of business analytics is more important than ever. As a business analytics user, you can get the organizational commitment you need to get your company's business analytics up and running. Data strategy helps to align business strategy by valuing data as an asset, the evolution of data management, and who should oversee a data strategy. These provide business analytics managers with a good understanding of a data strategy and its limits. The intent is to enable the users to identify the execution or more data management domains. It provides solutions for meeting the challenges of applying business analytics such as integrating analytics into decision-making, corporate culture, and business strategy, leading and organizing analytics with organizations, providing effective building blocks to support analytics using analytics software, data collection, and data management.

BDM 8504 Digital Marketing Analytics (Elective – 3 credits)

The course considers the problems that arise in digital marketing, models, methodologies and business requirements, and digital marketing ethics. Students will perform hands-on practical analysis of sets of digital marketing-specific data sets using the methodologies learned earlier in the program as well as assess digital analytics methodologies to overcome challenges of digital marketing analysis. Additionally, students will propose ethical marketing analytics strategies to solve enterprise marketing problems.

BDM 8505 Workforce Analytics (Elective – 3 credits)

This course enables students to gain knowledge in workforce analytics and how it is important in any working environment. Then evaluate how workforce data can be generated and stored. Finally, to explore how analytics can be implemented in the workplace to make decisions related to recruitment, promotions, performance evaluation, and team building.

BDM 8506 Business Analytics Ethics & Policies (Elective – 3 credits)

Technological advancements have created significant developments within the business environment, but with unintended consequences of dangers in ethics, policies, privacy, and security. This course defines and explains the ethical dilemmas in handling data by proposing data handling principles. It discusses the methods for individuals and organizational ethical reasoning in the data handling context. Additionally, it explores the privacy and security policies dimension of business analytics.

BDM 8507 Big Data Boardroom Analytics (Elective – 3 credits)

Big Data Boardroom Analytics synthesizes and integrates the social and technical sciences. Students will learn strategy formulation, biases in decision-making, and the dangers of big data. Once exposed to these topics, each student will be able to approach data and modelling with a holistic mindset cognizant of the foundational pillars of this class. Partnering corporations will provide real world business problems. Each student is required to use the knowledge related to proprietary data, identify business problems, formulate a strategy, develop hypotheses, and generate alternative outcomes in order to maximize business opportunities and minimize risks. Each student will communicate with the instructor on findings and recommendations.

BDM 8918 Individual Consultancy Thesis I (3 credits)

This course is intended for Master level students to create an Individual Consultancy Thesis I project within the Big Data Management Concentration being studied. This course aims to integrate and apply knowledge from earlier relevant courses in the program to tackle a specific research problem. Each student will be allocated a supervisor to complete his/her unique Master's thesis.

Student will submit a first draft of the Individual Consultancy Thesis I proposal that includes an introduction and a literature review/requirement analysis. Each student will make all necessary revisions to the thesis proposal and defend the Individual Consultancy Thesis I report.

BDM 8919 Individual Consultancy Thesis II (3 credits)

The purpose of the Individual Consultancy Thesis II project is to integrate and apply knowledge from earlier relevant courses within the Big Data Management Concentration being studied. It will enable the student to address the specific research problem as presented in the Individual Consultancy Thesis I course. Each student is required to conduct in-depth research, evaluate data methodology techniques, collect data, visualize findings, discuss results, complete a draft of the report, and make necessary revisions to produce a final unique thesis report. Each student will work with the allocated supervisor to discuss and interact throughout the process of completing and defending his/her individual thesis.

BDM 8920 Applied Project (3 credits)

This project-based course enables students to apply advanced knowledge and skills from their Master's program to an independent, applied project in a relevant workplace, industry, or UAE business environment. Students will identify a workplace or sectoral problem/opportunity, conduct structured research using secondary data and contemporary academic literature, and develop a comprehensive project report with actionable recommendations. This project is not at the analytical level of a thesis, but requires students to demonstrate independent research skills, synthesis of knowledge, and application of theory to practice.

8.12.3 MSBA Artificial Intelligence Management – Major and Elective Courses

AIM 8601 Applied Artificial Intelligence (Major – 3 credits)

This course introduces applied Artificial Intelligence (AI) from a business leader perspective. Business leaders need to know the modern AI Techniques, system thinking, challenges, collaborative design, building AI-ready culture, and planning implementation through machine learning models. Additionally, AI plays a significant role in various enterprise functions ranging from data management, talent acquisition, business intelligence, customer support to software development.

AIM 8602 AI Business Application (Major – 3 credits)

This course appraises the main functions performed within key departments of a typical enterprise. It examines how various departments can integrate Artificial Intelligence (AI) and data analytics to gain business insights from data towards effective decision-making. Students are expected to critically analyze high-level strategic aspects of introducing AI in key functions as performed by HR, finance, and, importantly, marketing. Students will evaluate relevant management methods against various AI and analytics techniques in achieving competitive enterprise advantage.

AIM 8603 AI Strategy & Change (Major – 3 credits)

This course introduces advanced strategy and changes concepts from the viewpoint of using Artificial Intelligence (AI) innovations to transform organizations. Essential concepts and techniques of strategy and change are reviewed and integrated with building an AI strategy to achieve organizational objectives. Relevant tools and techniques for strategic planning, management and change are applied in realistic settings. Complex transition management processes and national AI strategies are also examined.

AIM 8604 AI Innovation & Entrepreneurship (Elective – 3 credits)

This course develops professional skills and knowledge in entrepreneurship and innovation, with an emphasis on Artificial Intelligence (AI) applications. Students will follow a complete process from initiating an idea to designing an AI product or service and presenting it to others in a market-aware setting. This is reinforced by numerous case studies, often in a regional context, and conceptual material on innovation and entrepreneurship processes.

AIM 8605 Artificial Intelligence in Society (Elective – 3 credits)

While the Third Industrial Revolution emphasized process automation, Artificial Intelligence (AI) is progressively moving towards human intelligence beyond digitalizing mundane tasks performed by humans. This course reinforces concepts in AI and how progressively AI is shaping global society in security, Fintech, health care, fighting crime, and various other domains. Students will appraise ethical considerations in developing future innovative techniques to achieve organizational competitive advantage. Upon analyzing the potential impact of AI in society and on the global economy, students will propose ethical solutions to address AI challenges in society.

AIM 8606 AI Ethics and Policies (Elective – 3 credits)

This course widens the understanding of Artificial Intelligence (AI) beyond the technical perspective. It embraces the link between AI theory, ethics, practice, and policy. In addition, it discusses AI's basic philosophical and conceptual foundations that explore the moral, practical, and responsible aspects of AI implementation across a wide range of industries. Students will gain insights into AI ethics and policies for responsible use of AI.

AIM 8607 AI Boardroom Analytics (Elective – 3 credits)

Artificial Intelligence Boardroom Analytics synthesizes and integrates the social and technical sciences. Students will learn strategy formulation, biases in decision-making, and the dangers of big data. Once exposed to these topics, each student will be able to approach data and modelling with a holistic mindset cognizant of the foundational pillars of this class. Partnering corporations will provide real world business problems. Each student is required to use the knowledge related to proprietary data, identify business problems, formulate a strategy, develop hypotheses, and generate alternative outcomes in order to maximize business opportunities and minimize risks. Each student will communicate with the instructor on findings and recommendations.

AIM 8918 Individual Consultancy Thesis I (3 credits)

This course is intended for Master level students to create an Individual Consultancy Thesis I project within the Artificial Intelligence Management Concentration being studied. This course aims to integrate and apply knowledge from earlier relevant courses in the program to tackle a specific research problem. Each student will be allocated a supervisor to complete his/her unique Master's thesis. Student will submit a first draft of the Individual Consultancy Thesis I proposal that includes an introduction and a literature review/requirement analysis. Each student will make all necessary revisions to the thesis proposal and defend the Individual Consultancy Thesis I report.

AIM 8919 Individual Consultancy Thesis II (3 credits)

The purpose of the Individual Consultancy Thesis II consultancy project is to integrate and apply knowledge from earlier relevant courses within the Artificial Intelligence Management Concentration being studied. It will enable the student to address the specific research problem as presented in the Individual Consultancy Thesis I course.

Each student is required to conduct in-depth research, evaluate data methodology techniques, collect data, visualize findings, discuss results, complete a draft of the report, and make necessary revisions to produce a final unique thesis report. Each student will work with the allocated supervisor to discuss and interact throughout the process of completing and defending his/her individual thesis.

AIM 8920 Applied Project (3 credits)

This project-based course enables students to apply advanced knowledge and skills from their Master's program to an independent, applied project in a relevant workplace, industry, or UAE business environment. Students will identify a workplace or sectoral problem/opportunity, conduct structured research using secondary data and contemporary academic literature, and develop a comprehensive project report with actionable recommendations. This project is not at the analytical level of a thesis, but requires students to demonstrate independent research skills, synthesis of knowledge, and application of theory to practice.

9.0 Doctor of Business Administration (DBA)

ADSM's Doctor of Business Administration (DBA) program is positioned to advance academic excellence, support applied research-driven innovation, and develop high-caliber business leaders capable of contributing to the UAE's knowledge-based economy. The program's design combines rigorous academic research training with applied, practice-oriented inquiry, preparing students to produce research that delivers tangible organizational and societal value.

The DBA program is further strengthened by access to ADSM's Management Incubator, Al Management Institute, International Academic Partners, and industry-recognized partnerships such as CMI, which together provide students with opportunities to engage industry networks, understand real-world performance gaps, and translate research into implementable solutions.

9.1 Admission Requirements

To be admitted into the MSLOD program, students must demonstrate their potential for graduate work through previous academic performance in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.3 of this Catalog for specific requirements.

Applicants with masters' degree CGPA below 3.3 or in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.3 of this Catalog for more information.

9.2 Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Required Documents

- Completed Graduate Application Form
- An earned master's degree recognized by the MOHESR
- Official college or university transcript from all institutions of higher education attended.
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- Two recommendation letters
- One passport photo.

9.3 DBA Program Goals

The DBA is a doctorate-level academic qualification in business management practice. It is the highest academic standard for managers seeking to advance business practices. The program is for experienced managers who would like to:

- Complete a practice-focused doctorate that provides a pathway to advanced professional practice or an academic career
- Conduct robust, critical and applied business management research

- Create positive and meaningful impact to business policy and practice
- Contribute to the UAE's vision of a competitive and high-value economy
- Cultivate advanced business management capabilities and achieve personal academic fulfilment

9.4 DBA Program Learning Outcomes

Students successfully completing the ADSM MS LOD program will be able to:

PLO 1: Demonstrate mastery of advanced research methodologies relevant to complex business problems

PLO 2: Integrate key concepts and recent developments related to information technology and socio-cultural challenges.

PLO 3: Integrate multidisciplinary knowledge across related management disciplines

PLO 4: Advance solutions to strategic and operational challenges relevant to organizational context

PLO 5: Critically reflect on ethical, global, and sustainability issues in the context of organizational decision-making

PLO 6: Communicate complex ideas and research findings to academic, professional, and policy audiences

9.5 DBA Program Learning Outcomes Matrix

Core Courses	Code	P1	P2	P3	P4	P5	P6
Research Methodology and Data Analysis	DBA 9101	√	√	√	√	√	√
Emerging Technology, Innovation and Entrepreneurship for Business Leaders	DBA 9102	√	√	√	√	√	√
Organizational Behavior and Theory	DBA 9103	√	√	√	√	√	√
Statistical and Quantitative Techniques for Business Research	DBA 9104	√	√	√	√	√	√
Applied Qualitative Research for Strategic Decision-Making	DBA 9105	√	√	√	√	√	√
Corporate Governance and Financial Risk	DBA 9106	√	√	√	√	√	√
Data Driven Business Research: Design Mixed Research Methods	DBA 9107	√	√	√	√	√	√
Global Business Strategy, Sustainability and Ethics	DBA 9108	√	√	√	√	√	√
Dissertation Proposal	DBA 9201	√	√	√	√	√	√
Dissertation	DBA 9202	√	√	√	√	√	√

Elective Courses	Code	P1	P2	P3	P4	P5	P6
Special Topic in Business and Management	DBA 9109	√	√	√	√	√	√

9.6 Mapping of DBA Program Learning Outcomes to Level 8 of QF Emirates Framework

Program-level outcomes (P). Students completing the DBA program will be able to:	Knowledge (K)	Skills (S)	Responsibility (R)
PLO1: Demonstrate mastery of advanced research methodologies relevant to complex business problems.	x	x	x
PLO2: Integrate key concepts and recent developments related to information technology and socio-cultural challenges			
PLO3: Integrate multidisciplinary knowledge across related management disciplines			
PLO4: Advance solutions to strategic and operational challenges relevant to organizational context			
PLO5: Critically reflect on ethical, global, and sustainability issues in the context of organizational decision-making			
PLO6: Communicate complex ideas and research findings to academic, professional, and policy audiences			

9.7 DBA Program Structure and Sequence

The DBA program comprises 57 credit hours. Students are required to complete eight core courses, each worth 3 credit hours, and one elective course worth 3 credit hours. Following the completion of their coursework, students must complete a Dissertation Proposal worth 9 credit hours, followed by a Dissertation worth 21 credit hours. The program structure is outlined as follows:

Standing	Code	Course Title	Semester
Core	DBA 9101	Research Methodology and Data Analysis	Semester 1
Core	DBA 9102	Emerging Technology, Innovation and Entrepreneurship for Business Leaders	
Core	DBA 9103	Organizational Behavior and Theory	
Core	DBA 9104	Statistical and Quantitative Techniques for Business Research	Semester 2
Core	DBA 9105	Applied Qualitative Research for Strategic Decision-Making	
Core	DBA 9106	Corporate Governance and Financial Risk	
Core	DBA 9107	Data Driven Business Research: Design Mixed Research Methods	Semester 3
Core	DBA 9108	Global Business Strategy, Sustainability and Ethics	
Elective	DBA 9109	Special Topic in Business and Management	

Standing	Code	Course Title	Semester
Core	DBA 9201	Dissertation Proposal	Semester 4
Core	DBA 9202	Dissertation	Semesters 5 & 6

9.8 Mode of Delivery

The DBA programme is delivered through traditional face-to-face instruction over a 16-week period, with classes scheduled on Fridays and Saturdays. On Fridays, students attend one three-hour session from 3:30 p.m. to 6:30 p.m. On Saturdays, students attend two sessions covering two courses, from 9:00 a.m. to 3:30 p.m. Each three-credit-hour course comprises 45 contact hours, including lectures and other learning activities.

9.9 DBA Graduation Requirements

In order to be eligible for a Doctor of Business Administration degree at ADSM, a student must:

- Satisfactorily complete a minimum of 57 credit hours of coursework including all core courses
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or “IPs”
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

9.10 Time Limits for Program Completion

Students enrolled in a full-time mode require a minimum period of three years, or six semesters to complete the requirements for the degree. Student may enrol on Part Time basis and take a smaller number of credit hours per semester. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

9.11 DBA Course Descriptions

9.11.1 Core Courses

DBA 9101 Research Methodology and Data Analysis (3 credits)

This doctoral-level course equips candidates with advanced knowledge and critical understanding of research paradigms, design strategies, and methodological approaches in business research. Covering epistemological and ontological foundations, it enables students to formulate complex research problems, evaluate methodological choices, and apply qualitative, quantitative, or mixed methods rigorously. Students will develop competences in ethical research design, data collection, and analysis, aligning with QFEmirates Level 8 outcomes for independent, original inquiry and contribution to professional practice.

DBA 9102 Emerging Technology, Innovation and Entrepreneurship for Business Leaders (3 credits)

This doctoral-level course provides an advanced examination of innovation and entrepreneurship as drivers of organizational transformation and economic development. Students critically engage with theories, models, and ecosystems that foster entrepreneurial thinking, disruptive innovation, and scalable value creation. Through scholarly inquiry and applied research, candidates will explore how

leaders initiate, fund, and manage innovation in complex and uncertain environments, with applicability to organizations. Aligned with QFEmirates Level 8, the course emphasizes intellectual autonomy, critical judgment, and strategic capability in shaping entrepreneurial ventures and innovation strategies across public, private, and social enterprise sectors.

DBA 9103 Organizational Behavior and Theory (3 credits)

This doctoral-level course critically examines advanced theories and contemporary research in leadership and organizational behavior. Students will explore the dynamics of individual, group, and organizational performance through the lens of leadership practices, cultural contexts, and behavioral science. Emphasizing critical thinking and evidence-based analysis, the course enables learners to evaluate and apply leadership models to complex organizational challenges. In alignment with QFEmirates Level 8, students will demonstrate intellectual autonomy, originality, and the capacity to influence strategic transformation within diverse organizational settings.

DBA 9104 Statistical and Quantitative Techniques for Business Research (3 credits)

This doctoral-level course provides candidates with advanced competencies in applying statistical and quantitative methods to complex business research problems. Emphasizing critical analysis and methodological rigor, the course covers multivariate analysis, regression modeling, structural equation modeling, and data interpretation using statistical software. Students will independently evaluate and apply appropriate techniques to generate original insights, ensuring validity and reliability in empirical research. The course supports QFEmirates Level 8 outcomes by fostering intellectual autonomy, methodological expertise, and evidence-based decision-making in scholarly and professional contexts.

DBA 9105 Applied Qualitative Research for Strategic Decision-Making (3 credits)

This doctoral-level course develops advanced expertise in qualitative research methodologies to support strategic business decision-making. Emphasizing epistemological grounding and methodological rigor, candidates will explore techniques such as case study, ethnography, grounded theory, and thematic analysis. Students will design and conduct original qualitative research, critically interpret complex data, and apply findings to address real-world strategic challenges. The course aligns with QFEmirates Level 8 by fostering intellectual autonomy, ethical inquiry, and the ability to generate impactful knowledge that informs leadership and organizational transformation.

DBA 9106 Corporate Governance and Financial Risk (3 credits)

This doctoral-level course explores advanced principles and practices of corporate and AI governance, emphasizing accountability, ethical leadership, and responsible innovation in complex global contexts. Students critically examine regulatory frameworks, stakeholder dynamics, and emerging challenges posed by AI technologies. Through applied case analysis and research, candidates will evaluate executive decision-making processes, algorithmic transparency, and governance strategies that align with organizational performance and societal values. Aligned with QFEmirates Level 8, the course cultivates intellectual autonomy, critical judgment, and strategic leadership in shaping ethical and accountable systems for the digital age.

DBA 9107 Data Driven Business Research: Design Mixed Research Methods

This doctoral-level course equips candidates with advanced capabilities in designing and executing mixed methods research to address complex business challenges. Integrating qualitative and quantitative approaches, students will critically evaluate methodological frameworks, triangulate data sources, and apply advanced analytical tools to generate actionable insights. Emphasis is placed on

research design coherence, ethical considerations, and strategic application of findings. Aligned with QFEmirates Level 8, the course fosters intellectual independence, methodological sophistication, and the ability to contribute original, data-driven knowledge to professional practice and strategic decision-making.

DBA 9108 Global Business Strategy, Sustainability and Ethics (3 credits)

This course explores advanced global strategy in an environment shaped by sustainability expectations and ethical leadership. Candidates evaluate strategic frameworks across diverse markets and cultures, integrate sustainability and ethics into strategic decisions, and develop responsible approaches to competitiveness and long-term value creation.

DBA 9201 Dissertation Proposal (9 credits)

This doctoral-level course guides students through the development of a rigorous applied research proposal that addresses a significant business problem. Working with their Dissertation Supervisors, students will write and present a detailed applied research proposal that emphasizes critical thinking, scholarly synthesis, and methodological precision. Students will define their research questions, justify theoretical frameworks, and select appropriate research designs. Students will also complete a full Literature Review in their dissertation proposal will also The course fosters intellectual autonomy and ethical integrity, preparing candidates to undertake original research with strategic and practical relevance for businesses. In alignment with QFEmirates Level 8, students demonstrate the ability to initiate, plan, and justify a substantial investigation that contributes to professional practice and knowledge advancement.

DBA 9202 Dissertation (21 credits)

This 21-credit doctoral-level course represents the research component of the DBA program, requiring candidates to undertake an original, applied research project that addresses a complex, real-world business issue of relevance to a chosen organization. Using primary data sources, students will demonstrate advanced research competence, critical analysis, and strategic insight by integrating theory and practice to produce a substantial, evidence-based applied research project. The project reflects intellectual independence, ethical research conduct, and scholarly contribution to professional practice. In alignment with QFEmirates Level 8, it showcases the candidate's ability to lead inquiry, influence organizational outcomes, and advance knowledge in the field of business administration.

9.11.2 Elective Course Descriptions

DBA 9109 Special Topic in Business and Management (3 credits)

this doctoral-level course offers an in-depth exploration of a selected advanced topic in areas such as Leadership, Organizational Behavior, Strategic Management, International Business, Financial Management, Business Excellence, or AI Management. Designed to address emerging trends and complex challenges, the course encourages critical inquiry, original analysis, and application of cutting-edge research. Students will demonstrate intellectual autonomy and methodological rigor in developing insights that inform theory and practice. Aligned with QFEmirates Level 8, the course fosters scholarly contribution and strategic impact within specialized domains of business.

10.0 Bachelor of Science in Management (BScM)

The Bachelor of Science in Management (BScM) equips students with the knowledge and skills to make decisions within the context of the modern organizational trends and Industry 4.0 requirements. Offering a rich academic experience across diverse settings and methodologies, the BScM program distinguishes itself by providing students with a choice from three distinguished tracks. Graduates are prepared to meet QFEmirates' level 7 criteria and align with international best practices. They will comprehend, execute, and address challenges, enabling them to make or recommend decisions that achieve desired organizational outcomes.

This program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large empowered private sector, and a sustainable knowledge-based economy. The degree provides underpinning knowledge to students wishing to start a career in existing organizations or start their own new business. As part of ADSM's commitment to continuous quality enhancement and outcomes-based curriculum development, the School offers **two academic concentrations** within the BScM program while maintaining the integrity of the existing Bachelor of Science in Management. This 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 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. Thus, the BScM degree consists of three key components:

- The General Education Program, which offers a well-rounded education.
- The Management Program, which includes core and elective courses in the management discipline.
- Concentration-specific courses, which provide greater depth in the chosen field.

10.1 Admission Requirements

To be admitted into the BScM program, students must demonstrate their potential for undergraduate work through previous academic performance. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.2 of this Catalog for specific requirements.

10.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Undergraduate Application Form
- A UAE Secondary School Certificate or its equivalent approved by MoHESR.
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation

- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo.

10.3 BScM Program Goals

The BScM program is composed of the **General Education Program** that provides broad-based education, and the **Management Program** that brings more focus on the field of management study.

10.3.1 General Education Program Goals

This program aims to develop graduates' knowledge and skills to:

- Facilitate critical thinking and judgment forming abilities,
- Gain an understanding of knowledge relating to information technology and socio-cultural needs,
- Promote a common understanding of cultural diversity in the Arab world,
- Appreciate different approaches to knowledge in natural and social or behavioral sciences,
- Apply written and oral communication skills in academic and professional contexts,
- Develop new skills in mathematics, information literacy, and technology that are appropriate to the level of study.

10.3.2 Management Program Goals

This program aims to develop graduates' knowledge and skills in different scopes as outlined in Table 10.3.1 below:

Scope	Learning Goals
Deep Functional Knowledge of Management	Acquire an understanding of facts and theories that are appropriate to recent research in management, including the promotion of national/international priorities related to entrepreneurship, innovation, and sustainability.
Quantitative and Technology Literacy	Use computer applications necessary for the analysis and interpretation of data to support managerial decision-making related to contemporary problems/challenges.
Individual and/or Group Communication Skills	Review literature and write reports, individually or in groups, with relevant content, good organization, appropriate writing style, and good mechanics of expression.
Awareness of Global Competitiveness	Build awareness about the UAE competitiveness, and the emergence of digital technologies for businesses in a global economy.
Ethics, Social and Environmental Responsibility	Demonstrate ability to make decisions based on ethical values and take sustainable actions considering social and environmental responsibilities.

10.4 BScM Program Learning Outcomes

10.4.1 General Education Learning Outcomes

- 1 Recognize topics in languages, history, culture in the Arab world and natural sciences.
- 2 Integrate key concepts and recent developments related to information technology and socio-cultural challenges.
- 3 Develop critical thinking skills to build logical arguments.
- 4 Apply tools in mathematics and statistics for analysis and interpretation of data.
- 5 Formulate clear and effective ideas using self-expression in written and oral communication.
- 6 Defend arguments individually and collectively in teams for the successful achievement of team goals.
- 7 Demonstrate the ability to use procedures, processes, and learning in a broad range of contexts.

10.4.2 Management Program Learning Outcomes

- 1 Identify specialized factual and theoretical knowledge in management that address internal challenges facing business/organization.
- 2 Categorize the external forces influencing the business/organization position, its social responsibility, and ethical practices.
- 3 Develop technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management.
- 4 Use appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.
- 5 Demonstrate the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information.
- 6 Evaluate the importance of teamwork in the achievement of organizational outcomes.
- 7 Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.

10.4.3 AI and Digital Concentrations Learning Outcomes

- 1 Identify key concepts, terminology, and functions related to management and business operations.
- 2 Describe internal organizational processes and how they contribute to business performance.
- 3 Examine external environmental factors, including ethical and social considerations, affecting businesses and organizations.
- 4 Interpret the role of digital technologies and data in supporting business activities and decision-making.
- 5 Apply basic management and analytical tools to address simple business problems.

10.4.4 Digital Marketing Concentration Learning Outcomes

- 1 Identify key concepts of digital marketing, including social media, branding, and online communication in business contexts.
- 2 Describe patterns of consumer behavior and digital engagement in online environments.
- 3 Examine the role of digital platforms and tools in supporting marketing activities and customer engagement.
- 4 Assess ethical and cultural considerations affecting digital marketing practices in the UAE context.
- 5 Apply digital marketing tools to develop basic online campaigns and content for business audiences and market needs.

10.5 Mapping of BScM Program Learning Outcomes to Courses

10.5.1 General Education Program Learning Outcomes Matrix

General Education Core Courses

Core Courses	Code	GLO1	GLO2	GLO3	GLO4	GLO5	GLO6	GLO7
English I	ENG 101	✓		✓		✓		
History and Culture of the Arab World	GED 100	✓	✓	✓				
Introduction to Logic and Critical Thinking	GED 120			✓			✓	✓
Mathematics for Business	MTH 101				✓	✓		✓
English II	ENG 102			✓			✓	✓
Fundamentals in Management Information Systems	MIS 101		✓		✓			✓
Introduction to Probability & Statistics	MTH 102				✓	✓		✓
Emirati Studies	GED 110	✓	✓			✓	✓	

General Education Elective Courses

Elective Courses	Code	GLO1	GLO2	GLO3	GLO4	GLO5	GLO6	GLO7
Environment Sciences and Sustainability	GED 140	✓				✓		✓
Nutrition and Health	GED 142			✓		✓		✓
Human Interaction and Behavior	GED 150		✓			✓	✓	
Introduction to Psychology	GED 152		✓	✓			✓	
Artificial Intelligence in the 21 st Century	GED 121		✓			✓	✓	

10.5.2 Management Program Learning Outcomes Matrix

Management Program Core Courses

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Introduction to Business	BUS 201	✓	✓			✓	✓	
Fundamentals in Management	MGT 201	✓		✓		✓	✓	
Principles of Microeconomics	ECN 201	✓		✓	✓	✓		
Fundamentals of Financial & Managerial Accounting	ACC 201		✓	✓		✓	✓	
Principles of Marketing	MKT 201		✓	✓		✓		✓
Entrepreneurship & Innovation	INE 200	✓	✓			✓	✓	
Research Methods	BUS 220			✓	✓		✓	✓
Introduction to Finance	FIN 301	✓	✓	✓				✓
Principles of Macroeconomics	ECN 202		✓	✓	✓	✓		
Emerging AI and Digital Technologies	DGM 210		✓			✓		✓
Operations & Supply Chain Management	MGT 220	✓		✓			✓	✓
Human Resources Management	MGT 301	✓	✓		✓		✓	
Organizational Behavior	MGT 210	✓	✓			✓	✓	
Project Management	MGT 320	✓		✓			✓	✓
Business Analytics	BUS 301		✓	✓	✓			✓
Business Law	BUS 310		✓		✓	✓	✓	
AI and Digital Transformation	DGM 310			✓	✓	✓		✓

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Fundamentals in Machine Learning for Business	DGM 320		✓	✓	✓			✓
Fundamentals in Leadership	MGT 330	✓	✓		✓		✓	
Quality Management	MGT 340	✓		✓	✓		✓	
Business Strategy	MGT 401	✓	✓	✓		✓		
Business Ethics and Social Responsibility	MGT 410	✓	✓			✓	✓	
AI for Business Decision-Making	DGM 420	✓	✓	✓	✓	✓		✓
Competitiveness & Sustainability	MGT 430	✓	✓	✓	✓			
Business Internship	MGT 450	✓	✓	✓	✓		✓	✓

Management Program Elective Courses

Elective Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Entrepreneurial Finance	FIN 471	✓		✓		✓		✓
Family & Small Business Management	MGT 472	✓	✓			✓	✓	
International Entrepreneurship	MGT 473		✓	✓	✓	✓	✓	
Public Sector Management	MGT 474		✓		✓		✓	
Healthcare Management	MGT 475	✓	✓	✓				✓
Quantitative Methods	MTH 201	✓		✓	✓			✓
Business Solutions with Artificial Intelligence	DGM 410							
Managing Global Perspectives	MGT 420	✓	✓		✓		✓	

10.5.3 AI and Digital Technologies Concentration Learning Outcomes Matrix

AI and Digital Technologies Core Courses

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
AI & Digital Products	DGM301	✓	✓	✓		✓		✓
Blockchain & Digital Platforms	DGM330	✓	✓	✓	✓			✓
Cloud Computing & Digital Platforms	DGM340	✓	✓	✓		✓		✓
Internet of Things (IoT) & Smart Systems	DGM433	✓	✓	✓	✓	✓		✓

AI and Digital Technologies Elective Courses

Elective Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Data Analytics & Visualization for Business	DGM431	✓		✓	✓			✓
AI Ethics, Governance & Responsible Innovation	DGM432	✓	✓	✓	✓	✓		
Digital Innovation & Technology Entrepreneurship	DGM434	✓	✓	✓	✓	✓		

10.5.4 Digital Marketing Concentration Learning Outcomes Matrix

Digital Marketing Core Courses

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Social Media Marketing	DMKT310	✓	✓	✓	✓	✓	✓	✓
E-Marketing Services	DMKT320	✓	✓	✓	✓	✓		✓
AI & Automation in Digital Marketing	DMKT321	✓	✓	✓	✓	✓		✓
Digital Marketing Tools and Applications	DMKT323	✓		✓	✓	✓		✓

Digital Marketing Elective Courses

Elective Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Digital Marketing Analytics & Insights	DMKT421	✓		✓	✓			✓
E-Commerce & Omnichannel Strategy	DMKT422	✓	✓	✓	✓	✓		✓
Content Strategy & Digital Storytelling	DMKT423	✓	✓	✓	✓	✓	✓	✓

10.6 Mapping of BScM Program Learning Outcomes to QFEmirates Framework

10.6.1 General Education 'GLOs' Mapping Against QFEmirates Level 6 Strands

General Education Learning Outcomes 'GLOs'	QFEmirates Level 6 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
Knowledge			
GLO1 Recognize topics in languages, history, culture in the Arab world and natural sciences.	K		R
GLO2 Integrate key concepts and recent developments related to information technology and socio-cultural challenges.	K	S	R
Skills			
GLO3 Develop critical thinking skills to build logical arguments.	K	S	R
GLO4 Apply tools in mathematics and statistics for analysis and interpretation of data.	K	S	R
Responsibility			
GLO5 Formulate clear and effective ideas using self-expression in written and oral communication.		S	R
GLO6 Defend arguments individually and collectively in teams for the successful achievement of team goals.		S	R
GLO7 Demonstrate the ability to use procedures, processes, and learning in a broad range of contexts.		S	R

10.6.2 Management PLOs Mapping Against QFEmirates Level 6 Strands

Program Learning Outcomes 'PLOs'	QFEmirates Level 6 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
Knowledge			
PLO1 Identify specialized factual and theoretical knowledge in management that address internal challenges facing business/organization.	K	S	R

PLO2 Categorize the external forces influencing the business/organization position, its social responsibility, and ethical practices.	K		R
Skills			
PLO3 Develop technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management.		S	R
PLO4 Use appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.	K	S	R
Responsibility			
PLO5 Demonstrate the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information.	K		R
PLO6 Evaluate the importance of teamwork in the achievement of organizational outcomes.		S	R
PLO7 Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.		S	

10.6.3 AI and Digital Technologies CLOs Mapping Against QFEmirates Level 6 Strands

Program Learning Outcomes 'PLOs'	QFEmirates Level 6 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
AICLO1 Identify key concepts, terminology, and functions related to management and business operations.	K		
AICLO2 Describe internal organizational processes and how they contribute to business performance.	K	S	
AICLO3 Examine external environmental factors, including ethical and social considerations, affecting businesses and organizations.	K	S	R
AICLO4 Interpret the role of digital technologies and data in supporting business activities and decision-making.	K	S	
AICLO5 Apply basic management and analytical tools to address simple business problems.		S	R

10.6.4 Digital Marketing CLOs Mapping Against QFEmirates Level 6 Strands

Program Learning Outcomes 'PLOs'	QFEmirates Level 6 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
DMCLO1 Identify key concepts of digital marketing, including social media, branding, and online communication in business contexts.	K		
DMCLO2 Describe patterns of consumer behavior and digital engagement in online environments.	K	S	

DMCLO3 Examine the role of digital platforms and tools in supporting marketing activities and customer engagement.	K	S	
DMCLO4 Assess ethical and cultural considerations affecting digital marketing practices in the UAE context.		S	R
DMCLO5 Apply digital marketing tools to develop basic online campaigns and content for business audiences and market needs.		S	

10.7 BScM Program Structure and Sequence

All students, irrespective of curriculum pathway, complete a common academic foundation consisting of General Education and Management courses, as follows:

- General Education: core and elective courses (27 Credit Hours)
- Management: core and elective courses, including the Business Internship (81 Credit Hours)

This shared curriculum ensures consistency in graduate capabilities across the Bachelor of Science in Management while supporting efficient curriculum delivery and quality assurance. In addition, students will complete 15 credit hours within their chosen curriculum pathway, as outlined below:

10.7.1 General Management Stream

Component	Credit Hours
General Education	27
Management Core Courses (including Internship)	75
Management Electives	6
Guided Concentration Courses	6
Concentration Electives	9
Total	123

General Education Courses				
#	Code	Course Title	CH	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		
Management Courses				
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	Completing at least 90 CHs
Management Core		75 CH		
Management 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
Management Elec.		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		6 CH		
Electives – choose 3 of 6, from the combined AI & Digital Technologies and Digital Marketing elective pools				
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
	DMKT421	Digital Marketing Analytics & Insights	3	None
	DMKT422	E-Commerce & Omnichannel Strategy	3	None
	DMKT423	Content Strategy & Digital Storytelling	3	None
Elective Credits		9 CH		
TOTAL BScM (General Stream)		123 CH		

10.7.2 AI and Digital Technologies Concentration

Component	Credit Hours
General Education	27
Management Core Courses (including Internship)	75
Management Electives	6
AI & Digital Technologies Core Courses	12
AI & Digital Technologies Electives	3
Total	123

General Education Courses				
#	Code	Course Title	CH	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		
Management Courses				
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	Completing at least 90 CHs
Management Core		75 CH		
Management 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
Management Elec.		6 CH		
AI & Digital Technologies – Concentration-Specific Core 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		12 CH		
AI & Digital Technologies – Concentration-Specific Electives – choose one				
41	DGM431	Data Analytics & Visualization for Business	3	None
	DGM432	AI Ethics, Governance & Responsible Innovation	3	None
	DGM434	Digital Innovation & Technology Entrepreneurship	3	None
Elective Credits		9 CH		
TOTAL BScM (Concentration)		123 CH		

10.7.3 Digital Marketing Concentration

Component	Credit Hours
General Education	27
Management Core Courses (including Internship)	75
Management Electives	6
Digital Marketing Core Courses	12
Digital Marketing Electives	3
Total	123

General Education Courses				
#	Code	Course Title	CH	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		
Management Courses				
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	Completing at least 90 CHs
Management Core		75 CH		
Management Electives – choose 2 of 7				
35	MGT420	Managing Global Perspectives	3	None
36	MTH201	Quantitative Methods	3	MTH101
	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
Management Elec.		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		12 CH		
Digital Marketing – Concentration-Specific Electives – choose one				
41	DMKT421	Digital Marketing Analytics & Insights	3	None
	DMKT422	E-Commerce & Omnichannel Strategy	3	None
	DMKT423	Content Strategy & Digital Storytelling	3	None
Elective Credits		9 CH		
TOTAL BScM (General Stream)		123 CH		

10.8 Mode of Delivery

The BScM program is offered in a face-to-face teaching mode. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. In the Fall and Spring semesters, courses will be delivered over a 16-week period on weekdays. Each course will comprise two classes per week, each of 1hr 45 minutes in duration, and consist of a total of 45 contact hours of lectures and other learning activities. For laboratory courses, the allocation of 1 semester credit is given for two hours of laboratory time per week over a 16-week semester. Assessments and exams are conducted outside contacts hours. Classes will be held over two semesters in a year (Fall and Spring), in addition to an optional intensive Summer session. Full-time students will be able to complete the program in four years. For the internship course delivery and assessments, students should refer to the **P315 Internship Policy** and **Internship Manual**.

10.9 BScM Graduation Requirements

In order to be eligible for a BScM degree at ADSM, a student must:

- Satisfactorily complete 123 credit hours of coursework including all core courses.
- Attain a minimum 2.00 cumulative grade point average, based on a 4.00 scale, on all credit hours earned at the School.
- Satisfactorily complete all requirements.

- Not possess any missing grades or “IP” grades.
- Fulfill all other requirements of the program as enumerated in P 301 Grading and Assessment Policy and the P 313 Academic Progress Policy.
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

These requirements are officially listed in the ADSM P 306 Undergraduate Completion Requirements Policy which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

10.10 Time Limits for Program Completion

Full-time students will be able to complete the program in 4 years, where each academic year includes two semesters: Fall and Spring. Students will take 5 courses in each semester, except in semesters 4, 6, and 7 where a 6th elective course is scheduled, and in the last semester where only 3 courses are scheduled allowing students to complete their internship requirement. Students may enroll on a Part Time basis and take fewer credit hours per semester.

10.11 BScM Course Descriptions

10.11.1 BScM General Education Core Courses

ENG 101 English I (3 Credits)

The objective of this course is to enhance the communication and writing abilities of the students. Throughout the duration of the course, students will be given opportunities to practice both written and oral communication skills. Various writing assignments will be provided to help students learn how to present their thoughts in a convincing, thoughtful, and compelling way. Similarly, the course will offer a range of activities to help students improve their communication skills. The primary goal of the course is to gradually build the students' skills and self-assurance in producing coherent written works and confidently conveying their ideas, serving as a basis for future coursework at ADSM.

GED 100 History and Culture of the Arab World (3 Credits)

This course provides an overview of the early history and fundamental tenets of Islam as a religion. It explores the original Islamic political and cultural traditions, and the contributions Islam has made to civilization and to the political, social and cultural identity of the Middle East and the U.A.E. Contemporary issues in Islam are examined including: the global perspective; the impact of global and local economic developments on Islamic values.

GED 120 Introduction to Logic and Critical Thinking (3 Credits)

This course introduces the concepts of logic and critical thinking and the necessary tools and techniques for applying these concepts in social and business settings. The course covers the essentials of critical reasoning, logic and argumentation, as well as the use of evidence and visual reasoning. A key aim of the course is to enable students to write essays and reports that demonstrate sound argumentation, based on the application of logic and critical thinking. The obstacles to critical thinking are also explored.

MTH 101 Mathematics for Business (3 Credits)

The purpose of this course is to introduce the basic concepts of mathematics applications for business administration including algebra and equations, graphs, lines and inequalities, exponential and logarithmic functions, mathematics of finance, and systems of linear equations and matrices. It helps

students see the essential role that mathematics will play in their future careers by using examples drawn from all functional areas of real-world business. With an ongoing focus on real-world problem solving, almost every lecture in this course includes relevant, contemporary applications and fine-tuned pedagogical examples in a business context.

ENG 102 English II (3 Credits)

English 102 is designed to build upon the competencies that students have acquired in English 101. The course is geared towards teaching students how to identify and analyze information, which will serve as a foundation for writing a research paper. Through this course, students will develop skills that will aid them in improving their capability to write and communicate critically and analytically, catering to a diverse range of purposes and audiences. Additionally, the course will provide students with the skills necessary to produce well-crafted and structured written research assignments.

MIS 101 Fundamentals in Management Information Systems (3 Credits)

This introductory course focuses on the manager's use of information systems and information technology (IS/IT) to support the business needs of an organization. Specifically, it addresses the use of enterprise-wide computer systems that typify modern electronic based business operations. The course provides an understanding of how managing information systems resources can create business value. This includes explaining the key challenges in managing such resources. The course also introduces the fundamentals of business analytics, since information systems are used to process large volumes of data for effective organizational decision-making. The foundational knowledge on analytics highlights its importance in the use of artificial intelligence as part of future data-driven organizations.

MTH 102 Introduction to Probability & Statistics (3 Credits)

The purpose of this course is to introduce the basic concepts of applied statistics including descriptive statistics, probability, and inferential statistics. It helps students see the essential role that statistics will play in their future careers by using examples drawn from all functional areas of real-world business. It also covers linear regression, random variables, discrete, continuous random variables, discrete and continuous probability distributions with tutorials that allow students to practice problems solving and do predictions in a business context.

GED 110 Emirati Studies (3 Credits)

This course is designed to provide students with a comprehensive understanding of the cultural, social, and economic aspects of the United Arab Emirates. This course aims to introduce the history and traditions of the UAE, as well as modern-day society and its diversity. Also, it focuses on the economic and social development of the UAE, including its role as a global business hub and its efforts toward sustainability and innovation. By the end of the course, students will have gained a comprehensive understanding of the UAE society and its cultural, social, and economic aspects. They will also have developed their critical thinking skills, enabling them to analyze and evaluate the complex factors shaping UAE society.

10.11.2 BScM General Education Elective Courses

GED 140 Environment Sciences and Sustainability (3 Credits)

Environmental science and technological advancements impact everyday life. This course will provide knowledge relating to the interrelationships between human technology, the environment and

sustainability. The course will examine the nature of ecological systems, the variety of environmental problems associated with human technological development, what it means to be sustainable, and the international aspects of global pollution and resource depletion. At the end of this course students will understand how humans and other species interact with each other and with the physical environment, and the influence of technology on these interactions. In addition, they will be able to apply this knowledge and assess the probable ecological impacts of individual's lives, specifically business developments, and the major global developmental trends of human society and technology.

GED 142 Nutrition and Health (3 Credits)

This course studies the interrelationships between diet, exercise, and health. The course will examine the structure and function of the six nutrient categories, human physiology, and muscles. Foods, human energy systems, nutritional supplements, exercise, eating disorders, various chronic diseases, and vegetarianism are also explored. The impact of nutrition and health on societies and social and economic well-being are also reviewed.

GED 150 Human Interaction and Behavior (3 Credits)

This course explores the key role of interaction, through communication, in human behavior. The course covers the history of communication and how it has become a core life process influencing how humans behave. The process of communication is explained, as well as how this underpins human interaction and behavior. Core theories relating to communication and human behavior are introduced in order to provide a foundation for understanding the topics. These include the different types of communication, including verbal, non-verbal and mediated communication, and how different communication approaches influence interactions and behaviors in individual relationships, groups, organizations, cultures and inter/cultural settings, and societies.

GED 152 Introduction to Psychology (3 Credits)

The purpose of this course is to introduce the basic concepts in specific areas of psychology. The course will survey introductory topics such as learning, memory, sensation and perception, personality, lifespan development, physiological basis of behavior, stress and health, psychological disorders, social psychology, and research methods. With an ongoing focus on real-world problem solving, almost every lecture in this course includes relevant, contemporary applications and fine-tuned pedagogical examples in a business context.

GED 121 Artificial Intelligence in the 21st Century (3 Credits)

Artificial intelligence is revolutionizing business in the 21st century by enhancing decision-making processes through data-driven insights and automating routine tasks to improve efficiency and productivity. Its integration into various business functions leads to innovative solutions, competitive advantages, and the ability to swiftly adapt to market changes. This course explores artificial intelligence concepts in businesses, focusing on their applications and limitations in business operations. It explores their potential in driving innovation, enhancing performance, and increasing efficiency. It also addresses ethical, legal, and societal implications, addressing privacy, security, and bias issues. Students will relate real-world AI implementations equipping them to optimize business processes and make ethical decisions.

10.11.3 BScM Management Program Core Courses

BUS 201 Introduction to Business (3 Credits)

This course provides students with general introduction to the fields of business. An overall picture of business operations is presented and specialized fields within business organizations are analyzed. Students will be introduced to terminologies, concepts and different functions of business. There will also be some elaboration and application of the business environment in the GCC region and the world. Students will gain awareness of these business disciplines, and this would provide the foundation to build further business knowledge.

MGT 201 Fundamentals of Management (3 Credits)

This course provides students with a foundational knowledge in management. Key areas of management are explained, along with examples from real-life and opportunities for students to apply the knowledge and skills learnt in the course. Among the topics covered are the history and basic theories of management, planning and decision-making, based on analytical tools and techniques, managing innovation and entrepreneurial ventures, organizing in terms of structure and human resources, leadership and culture, and organizational control processes.

ECN 201 Principles of Microeconomics (3 Credits)

Microeconomics is essentially the study of scarcity and how markets work to allocate scarce resources. Raw materials are not available in infinite quantities; neither is human labor or productive capital. The reality is that managers must deal with real-world constraints in making decisions about what to produce, how to produce it and who to produce it for. The question is then; what rules or principles do we have to help us make efficient allocation decisions? This course will provide an analysis of the functions of markets and prices in the production and distribution of goods. Key topics include the analysis of supply and demand, understanding and applying equilibrium theory, price elasticity, factors of production, economic behavior of individual consumers and firms, international trade, public finance, and different forms of market structure.

ACC 201 Fundamentals of Financial & Managerial Accounting (3 Credits)

This course provides students with information from the two fields of accounting: financial accounting and managerial accounting. In the accounting component, the course will equip them with an understanding of strategic cost management information and how management accounting information is used by managers in their planning and control activities. In the financial component, students will acquire knowledge of corporate financial statement reporting and the ability to analyze the financial/accounting reports of a corporation. Topics cover analysis of transactions and preparation of financial statements related to developing an understanding of the financial conditions of a corporation. The course will develop students' analytical and critical thinking skills through exercises, problem solving, and mini cases.

MKT 201 Principles of Marketing (3 Credits)

This course adopts a managerial perspective to delve into the principles and practices of marketing. It provides a comprehensive exploration of the various concepts and decisions that marketers encounter as they develop marketing strategies to provide value and satisfaction to their customers. The course focuses on each component of the marketing mix, including product, price, distribution, and promotion, and demonstrates how they work together to create a cohesive marketing program. Other topics include the economic, social, regulatory, and ethical issues associated with marketing, as well

as the importance of relationship-building activities for effective marketing performance. The course culminates with students developing a marketing plan for a product/market of their choice.

INE 200 Entrepreneurship & Innovation (3 Credits)

The main aim of this course is to introduce students to the fundamental concepts and language of innovation and entrepreneurship. It seeks to foster entrepreneurial thinking and encourage students to generate innovative ideas. The course encompasses the study of innovation in small and large organizations, as well as in entrepreneurial ventures. The course emphasizes the identification and assessment of opportunities for new businesses. The primary focus is on exploring the concepts, tools, and practices associated with recognizing or creating opportunities for new ventures. Students will learn how to shape and evaluate the feasibility of these opportunities by understanding crucial industry factors, market and competitive forces, and customer needs. Furthermore, students will gain a better comprehension of their personal entrepreneurial capacity, team building, and management.

BUS 220 Research Methods (3 Credits)

In this introductory course, students will learn how to carry out research in business. This includes defining the rationale for a research project, designing the research, choosing an appropriate methodology, collecting and analyzing data, interpreting and then communicating the results. The course provides instruction on the use of academic databases for locating relevant journal articles for literature reviews. The key research methodologies, along with their strengths and weaknesses, will also be introduced. Various analytical methods will be covered, including those using software programs. Students will write a research proposal at the conclusion of the course.

FIN 301 Introduction to Finance (3 Credits)

This course is designed to familiarize business students with the essentials of finance from a managerial perspective. Part of the coursework will include theoretical concepts such as financial markets, institutions, interest rate determinants, and debt and equity markets. Other portions of the course will focus on fundamental concepts including time value of money, net present value and internal rate of return. The objective of the course is to blend theoretical/conceptual with computational knowledge, familiarizing the student with how to apply these tools, techniques and concepts to day-to-day business decision making. These blended concepts include various analytical tools for financial statement analysis, financial planning, cash flow analysis, cost of capital and capital structure. The students will also learn about the risk-return trade-off and its applications in financial decision-making.

ECN 202 Principles of Macroeconomics (3 Credits)

This course helps students to understand the factors which affect macro-level issues, such as GDP, unemployment, inflation, interest rates and exchange rates, and how these variables affect each other and adjust over time? Students will also examine the role of governments and government policies in economic performance. The course will present and explore the basic models of economics and their structures. These models will then be used to examine key policy changes and events that have occurred throughout the world. Specific topics will include the effects of government deficits on the economy, business cycles and the problems of fixed exchange rate regimes.

DGM 210 Emerging AI and Digital Technologies (3 Credits)

This course is designed to provide undergraduate students with a comprehensive understanding of the fundamentals of digital technology, including computer hardware, software, and networks. The course will cover the key concepts of digital technology and how various technologies are reshaping how

organizations operate. Furthermore, students will learn key concepts on the adoption, implementation, and dissemination of technology throughout an organization.

MGT 220 Operations & Supply Chain Management (3 Credits)

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations, i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long term survival. This course considers the operations from a managerial perspective. The course will consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions. This course also provides a comprehensive study of the concepts, processes, and strategies used in the development and management of global supply chains. Specific topics include global supply chain management, procurement, electronic commerce, information technologies, and logistics activities.

MGT 301 Human Resources Management (3 Credits)

This course provides an introduction to human resources management. Topics include sustainable human resource practices, strategic workforce planning, talent development, recruitment and placement, appraisal and performance, human resource planning, training and development, compensation and benefits, performance management, labor relations, labor law, and occupational safety and health measures. The course will help students develop an understanding of the function of human resource management and the role it plays in the management process. Students will also critically examine important contemporary issues that influence the management and practices of human resources toward sustainable organizations.

MGT 210 Organizational Behavior (3 Credits)

This course covers a range of topics to increase understanding of behaviors observed at the individual, group, and organizational levels of analysis. The course exposes students to the factors that influence such behaviors, including organizational culture, structure, individual and group motivation, leadership, communication, dynamics of power, ethics, conflict and negotiation, decision making, change, and diversity. The course will also cover the impact of organizational behavior on organizational outcomes.

MGT 320 Project Management (3 Credits)

This course provides an overview of project management from a managerial perspective. While covering the tools and techniques commonly used in project management, the course also addresses these in the context of an organization's human resources and culture. Key topics included in the course are the concepts and skills needed to lead project teams to the successful completion of the project. This includes planning for necessary resources, proposing realistic budgets, project scheduling, and understanding the leadership skills required to lead the project team in its work.

BUS 301 Business Analytics (3 Credits)

This course is designed to provide undergraduate students with an introduction to Business Analytics and its fundamental concepts and techniques used to harness data-driven insights for effective decision-making in the business world. This course is aimed to equip students with the essential skills

needed to navigate the modern data landscape and leverage data for strategic and operational purposes within organizations.

BUS 310 Business Law (3 Credits)

This course explores the fundamental principles of business law as applied to modern day business. Topics include introduction to the UAE legal system, federal & local law, government regulations, legal reasoning, contracts, labor law, and types of business organizations. This course introduces legal issues as they relate to forming and running a business. Students learn the general laws as they concern business, with special focus on laws which pertain to the selection of corporate form and formation, contracting, intellectual property, torts in the business context, litigation and bankruptcy. Ethical decision-making and legal thinking will also be introduced.

DGM 310 AI and Digital Transformation (3 Credits)

This course introduces digital transformation which has become the mantra for many businesses big and small in the last few years for many organizations. Competitive pressures, higher customer expectations, and prospects of revenue growth are the key drivers for many of these digital initiatives. Various key emerging technologies will be discussed in this course, such as, Cloud Computing, Machine Learning, Artificial Intelligence, Internet of Things (IoT) and Blockchain with their impact of businesses growth. Business statistics, expert opinions, business use cases, and customer stories are also provided with different digital transformation scenarios.

DGM 320 Fundamentals in Machine Learning for Business (3 Credits)

The course is designed to provide undergraduate students with a comprehensive introduction to the essential concepts, techniques, and applications of machine learning in the context of modern business operations. As businesses increasingly rely on data-driven decision-making, understanding machine learning is becoming a crucial skill for future professionals. Throughout this course, students will explore the intersection of data science and business strategy, gaining a solid foundation in machine learning principles and how they can be harnessed to solve real-world business challenges.

MGT 330 Fundamentals in Leadership (3 Credits)

This course introduces students to the key principles of leadership and the role of leaders in organizations. The course will focus on the investigation and discovery of different leadership theories, models and styles and understanding how leadership influences the success of individuals, groups, and organizations. Areas covered include the ethical dimensions of leadership, conflict management, motivation and leader development. Students will be exposed to examples of leadership through a variety of methods, including case studies, videos, role-play and guest speakers.

MGT 340 Quality Management (3 Credits)

This course explores in detail the use of various methods and recent developments of quality control (such as QA/QC, Deming and TQM). The importance of quality in design and planning, as well as in the production of goods and services is emphasized. The course also familiarizes students with quality control techniques, quality assurance issues and quality management methods. Specific topics include quality improvement techniques, statistical concepts and control charts, the cost of quality, and quality systems, such as ISO and Six Sigma.

MGT 401 Business Strategy (3 Credits)

This is an advanced management course, building on earlier courses in organizational behavior, operations and supply chain management, economics, marketing, and finance. The course brings together the broad areas of business and enable students to appreciate the role of strategy in organizations. The course will familiarize students with essential concepts and frameworks in strategy and will develop skills in integrative problem solving. The course will introduce the strategy process and cover its four main elements through the course. These elements are strategic environmental analysis, strategy formulation, strategic options, evaluation, and choice, and strategy implementation. A strategy project will run throughout the semester, allowing students to apply key strategy concepts and frameworks and make informed strategic decisions.

MGT 410 Business Ethics and Social Responsibility (3 Credits)

This course introduces the fundamental principles and concepts of business ethics, such as integrity, fairness, responsibility, and accountability. Topics also include ethical behavior in the workplace and how it can benefit businesses and society, applying ethical decision-making frameworks, based on ethical principles and values. The course includes instruction on the concept of social responsibility and its impact on businesses and society. The role of ethics is addressed, along with ways to assess the ethical climate of an organization and promote ethical behavior. The course also addresses the effective analysis of ethical issues and how to engage in ethical dialogue with stakeholders.

DGM 420 AI for Business Decision-Making (3 Credits)

This course introduces the principles, methods, and applications of artificial intelligence (AI) in business decision-making. It examines how AI technologies and analytical approaches can support organizational problem-solving, improve decision quality, and enhance managerial effectiveness. Students explore the application of AI tools to structured business problems and develop skills in analyzing business data and interpreting AI-generated outputs to support evidence-based decisions. The course also addresses the ethical, privacy, bias, and organizational risks associated with AI-supported decisions. Emphasis is placed on evaluating the suitability of AI applications in different business contexts and developing AI-enabled decision-support proposals aligned with organizational objectives.

MGT 430 Competitiveness & Sustainability (3 Credits)

This course explores major trends and debates in the areas of business and society relationship, governance and sustainability issues in business. Participants will be encouraged to investigate the relationship of business and stakeholders as well as the role of stakeholders both within and associated with organizations. The course will examine how stakeholders and broader society shape perspectives of business competitiveness in the light of pressures for sustainability. Students will examine and learn broad forces in business, government and society and look at how sustainability initiatives can be enhanced to influence the destiny of both business and society.

MGT 450 Business Internship (3 Credits)

This course comprises workplace experience for the student in an assigned organization. The internship will enable the student to apply knowledge, skills and competencies gained in the program to the specific tasks associated with the placement. Students will learn how to function and contribute in a real-life professional setting, with particular emphasis being placed on their management of time, ability to work independently, as well as according to instruction, oral and written communication, and professional development.

10.11.4 BScM Management Program Elective Courses

MGT 420 Managing Global Perspectives (3 Credits)

This course explores the management of businesses across borders and cultures. In an increasingly digital and hypercompetitive world, managers must develop the knowledge and skills to effectively navigate the similarities and differences in political, economic, legal, technological, and socio-cultural environments encountered in conducting business across geographic borders. The course will cover these issues, focusing on the ways that these shape the organization's strategies and operations. In addition, the course will pay attention to addressing how managers can develop cross-cultural intelligence and sensitivity within a broader global perspective.

MTH 201 Quantitative Methods (3 Credits)

The purpose of this course is to introduce concepts of econometrics including basic regression analysis with time series data, Issues in using ordinary least squares with time series data, serial correlation and Heteroskedasticity in time series regression for better predictions to supports strategic goals and objectives or business organizations. It helps students see the essential role that econometrics will play in their future careers by using examples drawn from real-world business. It also covers pooling cross sections across time: simple panel data methods and advanced panel data methods with real life datasets that allow students dig deep into actual business situations and makes them able to do time series-based predictions.

DGM 410 Business Solutions with Artificial Intelligence (3 Credits)

This course is designed to provide the students with a design-thinking mindset. The goal is for students to have the knowledge and abilities required to design and implement digital business initiatives. Through designing and testing solutions, the course will give students the skills and tools necessary to turn viable ideas into scalable digital business concepts. This course will teach students how to validate the acceptability and feasibility of digital business models through systematic and practical thinking that is based on gathering verifiable evidence.

FIN 471 Entrepreneurial Finance (3 Credits)

This course focuses on the various aspects of funding and managing entrepreneurial ventures through the various stages of business growth. The course main focus is on understanding business models and kinds of organizations and the various ways these can be financed (i.e., corporate, technology, non-profit). Students will learn: 1) the value of pro forma financial planning and what if analysis; 2) the various ways to fund and manage the growing firm with a particular emphasis on deal structure and risk/reward scenarios for different investor types. The students will be acquainted with the primary sources of formal external venture capital (business angels and venture capitalists). The course will utilize cases based on real world companies from various industries to cover topics on investment analysis, financing the entrepreneurial firm, managing the growing business, and harvesting of successful ventures.

MGT 472 Family & Small Business Management (3 Credits)

This course will explore and analyze business continuity challenges for small and family firms, small business management, and family and governance practices for leading successful small and family owned businesses. The course is designed to help students understand the strategic and environmental issues facing small and family business, and identify the decision-making processes most important for creating, owning, and successfully operating such businesses. The course will cover

the theory and practices of small and family businesses relating to topics that include their competitive strengths and weaknesses, managing growth, succession-planning, and performance measurement.

MGT 473 International Entrepreneurship (3 Credits)

Entrepreneurial firms entering new international market face particular challenges in obtaining and managing resources, knowledge, and skills, as compared to domestic business. Further, international markets may differ in cultural and institutional environments, which present additional challenges for the manager to navigate. This course explores how firms decide on an internationalization strategy, including how they identify an international opportunity, select a market, and chose the most appropriate entry strategy. Such decisions also involve key marketing considerations relating to the most suitable products/services to internationalize, product positioning and pricing, distribution, and promotion in the foreign market, as well as financial issues, such as exchange rates. Also covered in the course are future trends and the role of technology in internationalization.

MGT 474 Public Sector Management (3 Credits)

The boundaries between the public and private sectors have been subject to constant change, as economic priorities of countries evolve. This course examines the distinctions between the public and private sectors, and how their interaction influences the governance of assets, and public and private goods and services. Key topics include the relationship between politics and the public sector, public-private partnerships, public spending, the impact of financial crises, e-government, regulation of infrastructure and core utilities, accountability, and social enterprises. Similarities and differences in public sector management in international contexts are also examined.

MGT 475 Healthcare Management (3 Credits)

The rapid pace of change in the healthcare industry particularly that driven by technological advances, creates challenges for managers of healthcare organizations. This course explores these changes and how managers must adapt and acquire the necessary skills for their healthcare businesses to succeed. Key themes followed in the course are planning, organizational structure and design, staffing and training, and performance management. Students will be introduced to relevant management theories and frameworks, as well as analytical tools and techniques. The central role of supervisors and staff and patient safety are also covered, as well as the human behavioral characteristics that are favorable for working in the healthcare industry.

10.11.5 AI and Digital Technologies Concentration Courses

Core Concentration Courses

DGM 301 AI & Digital Products (3 Credits)

This course examines the development and management of AI-enabled digital products, emphasizing their role in creating customer value and supporting organizational objectives. It introduces fundamental concepts of digital product management, including product lifecycle stages, product discovery, and the identification of market and customer needs. Students analyze user, business, data, and technology requirements and apply product prioritization and road mapping techniques to identify and structure digital product opportunities. The course explores the evaluation of alternative product solutions based on customer value, technical and organizational feasibility, ethical considerations, and associated risks. Students integrate these concepts to develop proposals for AI-enabled digital products that address identified customer and organizational needs.

DGM 330 Blockchain & Digital Platforms (3 Credits)

This course introduces blockchain technology and its applications in digital platforms and contemporary business models. It examines fundamental concepts, including distributed ledger technology, smart contracts, decentralized systems, and the role of blockchain in supporting digital business transactions and organizational processes. Students analyze blockchain applications and platform-based business models across different organizational contexts and apply appropriate frameworks to assess the suitability of blockchain solutions for specific business problems. The course addresses security, privacy, governance, regulatory compliance, and ethical considerations associated with blockchain implementation. Emphasis is placed on evaluating blockchain-enabled business opportunities and developing digital platform proposals that respond to identified organizational needs.

DGM 340 Cloud Computing & Digital Platforms (3 Credits)

This course examines cloud computing technologies and their role in supporting digital platforms, business operations, and organizational transformation. It introduces cloud service models, deployment approaches, and the business applications of cloud-based solutions. Students analyze organizational and technological requirements and apply cloud selection criteria to determine appropriate solutions for different business and digital platform needs. The course evaluates cloud computing alternatives in relation to organizational value, scalability, security, regulatory compliance, and operational resilience. Emphasis is placed on managerial considerations influencing cloud adoption and the development of cloud adoption proposals aligned with organizational objectives and digital platform requirements.

DGM 433 Internet of Things (IoT) & Smart Systems (3 Credits)

This course introduces the Internet of Things (IoT) and smart systems, focusing on their applications in business operations and organizational decision-making. It examines the fundamental components of IoT systems, including sensors, connectivity technologies, system architectures, and data flows. Students analyze how interconnected devices and smart technologies support operational efficiency, monitoring, and data-driven decision-making across different business contexts. The course develops students' ability to apply IoT design principles to specify appropriate components for business-focused smart systems and evaluate proposed solutions in terms of security, privacy, interoperability, ethical practice, and sustainability. Students apply these concepts to develop IoT-enabled smart-system proposals addressing identified organizational and operational needs.

Elective Concentration Courses

DGM 431 Data Analytics & Visualization for Business (3 Credits)

This course develops students' ability to use data analytics and visualization techniques to support evidence-based business decision-making. It introduces fundamental principles of business analytics, data preparation, and effective data visualization, emphasizing the transformation of business data into meaningful managerial insights. Students apply appropriate digital tools to prepare, organize, and analyze datasets and use analytical and visualization techniques to investigate business problems. The course focuses on identifying patterns, trends, and relationships in data and communicating analytical findings through clear and effective visual representations. Students integrate key performance indicators (KPIs), data visualizations, and analytical insights to develop interactive or digital decision-support dashboards addressing organizational information needs.

DGM 432 AI Ethics, Governance & Responsible Innovation (3 Credits)

This course examines the ethical, regulatory, and governance dimensions of artificial intelligence and their implications for responsible organizational innovation. It introduces fundamental principles of AI ethics, accountability, transparency, fairness, and responsible technology governance. Students analyze ethical and societal risks associated with AI applications, including algorithmic bias, privacy, safety, and accountability, and apply established responsible AI and governance frameworks to organizational use cases. The course emphasizes the evaluation of AI practices against ethical principles, applicable regulatory requirements, governance expectations, and stakeholder interests. Students develop responsible AI governance proposals that balance technological innovation and organizational value creation with effective risk management and ethical accountability.

DGM 434 Digital Innovation & Technology Entrepreneurship (3 Credits)

This course examines the principles and processes of digital innovation and technology entrepreneurship, emphasizing the identification, development, and evaluation of technology-driven business opportunities. It introduces key concepts of entrepreneurial innovation, digital venture creation, and technology-based business models. Students analyze market conditions, user needs, and emerging technologies to identify potential digital venture opportunities and apply innovation and entrepreneurial tools to design appropriate business models. The course explores the assessment of technology ventures in terms of feasibility, commercial viability, scalability, and responsible business practices. Students integrate market, business, and technological evidence to develop proposals for scalable digital or technology-based ventures.

10.11.6 Digital Marketing Concentration Courses

Core Concentration Courses

DMKT 310 Social Media Marketing (3 Credits)

This course examines the principles, strategies, and practices of social media marketing in contemporary business environments. It introduces major social media platforms, audience characteristics, consumer engagement principles, and their roles in organizational marketing communications. Students analyze social media audiences, consumer behavior, platform characteristics, and performance metrics to identify effective marketing approaches. The course develops practical skills in creating platform-appropriate digital content and designing social media campaign activities for defined target audiences. Emphasis is placed on evaluating social media marketing practices in relation to campaign performance, ethical and responsible communication, cultural appropriateness, and brand reputation. Students integrate these concepts to develop social media marketing strategies aligned with organizational marketing objectives.

DMKT 320 E-Marketing Services (3 Credits)

This course examines the principles and applications of electronic marketing services, emphasizing the design and delivery of effective online customer experiences. It introduces key e-marketing services, digital communication channels, and online customer journey concepts within contemporary business environments. Students analyze consumer behavior and environmental factors influencing the delivery of digital marketing services and apply appropriate e-marketing methods and tools to enhance online customer interactions. The course explores the evaluation of e-marketing service performance using relevant digital metrics and customer insights. Emphasis is placed on developing integrated e-marketing service plans that enhance customer value and experience while addressing privacy, ethical considerations, and organizational marketing objectives.

DMKT 321 AI & Automation in Digital Marketing (3 Credits)

This course examines the application of artificial intelligence and automation technologies in digital marketing processes, activities, and decision-making. It introduces fundamental AI and marketing automation concepts, tools, and applications used to improve marketing efficiency, customer engagement, and campaign performance. Students apply AI-enabled tools to automate selected digital marketing activities and workflows and analyze customer and campaign data to support marketing decisions. The course addresses the evaluation of AI-driven marketing practices in terms of effectiveness, fairness, transparency, data privacy, and ethical responsibility. Emphasis is placed on the strategic integration of AI technologies into marketing operations through the development of AI-enabled marketing automation plans aligned with customer needs and organizational objectives.

DMKT 323 Digital Marketing Tools and Applications (3 Credits)

This course provides practical knowledge and application of contemporary digital marketing tools and technologies used to plan, execute, monitor, and optimize marketing activities. It introduces the functions and applications of digital marketing platforms and tools supporting online campaigns, content management, customer engagement, search visibility, and marketing performance measurement. Students assess and justify the selection of appropriate digital marketing tools based on target audiences, communication channels, and marketing objectives. The course emphasizes the practical application of selected tools to execute digital marketing activities, manage customer interactions, and analyze performance data generated by digital platforms. Students use these insights to optimize integrated digital marketing campaigns while applying responsible data management practices and aligning marketing activities with organizational objectives.

Elective Concentration Courses**DMKT 421 Digital Marketing Analytics & Insights (3 Credits)**

This course examines the principles, tools, and techniques of digital marketing analytics and their application in measuring and improving marketing performance. It introduces key digital marketing metrics, measurement approaches, and analytical methods used to evaluate customer behavior and marketing activities across the customer journey. Students apply digital analytics tools to collect, organize, and segment marketing data and analyze website, advertising, social media, and e-commerce performance. The course explores campaign effectiveness through attribution analysis, experimentation, conversion measurement, and return-based performance metrics. Emphasis is placed on interpreting marketing data and customer insights to evaluate campaign outcomes and develop evidence-based recommendations that support marketing decisions and organizational objectives.

DMKT 422 E-Commerce & Omnichannel Strategy (3 Credits)

This course examines electronic commerce and omnichannel marketing strategies, emphasizing the integration of digital and physical customer touchpoints to create consistent and effective customer experiences. It introduces e-commerce business models, digital sales and marketing channels, and the principles of omnichannel customer journey management. Students analyze consumer behavior, channel characteristics, and competitive factors influencing e-commerce and omnichannel performance and apply appropriate digital commerce and customer-management tools to support integrated customer interactions. The course evaluates e-commerce and omnichannel strategies in relation to business performance, customer value, security, responsible business practices, and sustainability. Students develop integrated omnichannel strategies that coordinate marketing, sales, customer experience, and fulfillment activities to support organizational objectives.

DMKT 423 Content Strategy & Digital Storytelling (3 Credits)

This course examines the principles and practices of content strategy and digital storytelling as essential components of contemporary marketing communications. It introduces the development of strategic content, audience-centered narratives, and digital storytelling approaches across different media platforms. Students analyze audience characteristics, platform requirements, organizational objectives, and cultural considerations to design relevant and engaging digital content. The course develops practical skills in creating digital stories using appropriate narrative structures and multimedia techniques while maintaining consistency with brand identity and communication objectives. Students evaluate digital content in relation to audience engagement, accessibility, ethical and responsible communication, cultural suitability, and brand consistency. Emphasis is placed on developing integrated content strategies aligned with customer journeys and organizational marketing objectives.

11.0 Key Academic and Administrative Staff

11.1 ADSM Board of Trustees

Name	Appointment	Affiliation
H.E. Dr. Tayeb A. Kamali	Chair	Ministry of Interior
H.E. Ali Mohamed Al Marzooqi	Board Member	Abu Dhabi Chamber of Commerce
Kalid Bin Hadi	Board Member	Abu Dhabi Chamber of Commerce
Marwa Abdullah Jumaa Al Mansoori	Board Member	Abu Dhabi Chamber of Commerce
Moza AlNasri	Board Member	Kalifa Fund

11.2 ADSM Academic Staff Members

The names and academic rank along with the terminal degree and granting institution are listed below.

Name	Rank	Degree	Granting Institution
Marc Aoudi	Professor	Ph.D.	University of Paris 1 Pantheon-Sorbonne, France
Valerie Jean Lindsay	Professor	Ph.D.	University of Warwick, UK
Fadi Fayez	Professor	Ph.D.	University of Bradford, UK
McMillan Durugbo	Professor	Ph.D.	Cranfield University, UK
Naveed Yasin	Professor	Ph.D.	University of Huddersfield, UK
Ishtiaq Rasool Khan	Professor	Ph.D.	Hokkaido University, Sapporo, Japan
Deepanjana Varshney	Professor	Ph.D.	Lucknow University, India
Robert Karaszewski	Professor	Ph.D.	Nicolaus Copernicus University, Poland
Marc Poulin	Associate Professor	Ph.D.	University Laval, Quebec, Canada
Ahmad Jaffar	Associate Professor	Ph.D.	Staffordshire University, UK
Golam Mostafa Khan	Associate Professor	Ph.D.	University of Bradford, UK
Evi Indriasari Mansor	Associate Professor	Ph.D.	The University of Manchester, UK
Mahima Mishra	Associate Professor	Ph.D.	Dr. D.Y.Patil Vidyapeeth, Pune, India

Name	Rank	Degree	Granting Institution
Rachid Alami	Associate Professor	Ph.D.	PSL Paris Dauphine University, France
Constance Van Horne	Associate Professor	Ph.D.	University Laval, Quebec, Canada
Neda Abdelhamid	Assistant Professor	Ph.D.	De Montfort University, Leicester, UK
Divya Upadhyay	Assistant Professor	Ph.D.	Indian Institute of Management, Bangalore, India
Mohamed Akoum	Assistant Professor	Ph.D.	Grenoble Ecole de Management, France
Turki Fahed Al Masaeid	Assistant Professor	Ph.D.	Yarmouk University, Jordan
Zainab Rawashdeh	Assistant Professor	Ph.D.	University Kebangsaan, Malaysia
Razan Al Masri	Assistant Professor	Ph.D.	University Le Havre Normandie, France
Lakshmi Radhakrishnan	Assistant Professor	Ph.D.	MS University, India
Reem Albayari	Assistant Professor	Ph.D.	The British University of Dubai, UAE
Yiqin Huang	Assistant Professor	Ph.D.	King's College London, UK

11.3 ADSM Key Administrators

Name	Position
Dr. Marc Poulin	President
Dr. Marc Aoudi	Provost
Dr. Valerie Lindsay	Academic Dean
Dr. Samvel Hovhannisyan	Head of Institutional Effectiveness
Dr. Mahima Mishra	MBA Program Chair
Dr. Mohamed Akoum	MSSBE Program Chair
Dr. Deepanjana Varshney	MSLOD Program Chair
Dr. Neda Abdelhamid	MSBA Program Chair
Dr. Reem Albayari	BScM Program Chair
Dr. Razan Masri	Head of General Education
Dr. Constance Van Horne	Director of International Affairs Office
Alia Tamer	Director of Student Affairs
Dr. Turki Al Masaeid	Academic Support Manager

Name	Position
Rovi Joie	Librarian
Nashid Kunnummal	Head of Finance

11.4 Useful Contacts

Abu Dhabi Health Services Company - SEHA

Phone: 80050

Email: care@seha.ae

First Aid Room

Phone: 02 6917818

Email: g.services@adsm.ac.ae

Community Engagement Officer

Phone: 02 6917891

Email: ce@adsm.ac.ae

Finance Unit

Phone: 02 6917730

Email: accounts@adsm.ac.ae

IT Support

Phone: 02 6917760

Email: support@adsm.ac.ae

The Campus

Phone: 02 6917777

Email: gs@adsm.ac.ae

The Office of Student Affairs

Phone: 02 6917800

Email: registrar@adsm.ac.ae

Student Recruitment

Phone: 02 6917811

Email: studentrecruitment@adsm.ac.ae

12.0 Glossary of Academic Terminology used at ADSM

During their learning journey at ADSM, students will encounter and be expected to use specific academic terminology, the following table defines the most common terminology and students may seek the support of the Office of Student Affairs for further clarifications:

Terminology	Definition
Academic career	The sum total of all academic work undertaken by a student that is grouped into a single student record.
Award	the qualification granted to a student, subsequent to successful completion of all the program requirements
Bridge Program	A program intended to “bridge the gap” between a student's prior work and the background required for the program he/she is entering.
Course	A number of instructional activities over a prescribed period of time, dealing with a single subject and described by title, code, and credits.
Credit System	the basis for measuring the amount of engaged learning time expected of a typical student
Credit Hour	‘A credit, or credit hour, is a unit of measurement defining the student’s overall effort towards attaining a qualification. The below calculation applies to core and elective courses (excluding Thesis): One academic credit equates to a 15-hour commitment to learning inside the classroom. On a 3-credit hour course, a course will be 45 hours of class contact time.
Degree	the specific qualifier associated with Bachelor or Master Qualification.
Elective	a non-compulsory course
Grade	a representation of the overall achievement by a student in a course, where such achievement is subsequently recorded on a student’s transcript.
Program	The set of courses and other formally established learning experiences which together lead to a qualification.
Semester	An academic period typically held for a period of 16 weeks, the academic year at ADSM is comprised of two regular semesters (Fall and Spring) and one Summer session that is 8 weeks in duration.
Transcript	A record, detailing, for a given qualification, formally recognized 'parcels' of learning outcomes achieved against the set requirements.

13.0 Academic and Student Related Policies

Ref.	ADSM Policies
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 302	Academic Program Advisory Committee(s) Policy
P 303	Grade Approval and Change Policy
P 306	Undergraduate Completion Requirements Policy
P 307	Graduate Completion Requirements Policy
P 308	Course Substitution Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 322	Thesis Policy
P 400	Undergraduate Admissions Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy
P 405	Student Records Policy
P 406	Information Release Policy
P 408	Career Services Policy
P 410	Student Activities Policy
P 411	Student Finance Policy
P 412	Student Disciplinary Policy
P 414	Student Rights and Responsibilities Policy
P 415	Student Counseling Policy
P 416	Health Services Policy
P 417	Academic Advising Policy
P 418	Academic Integrity Policy
P 419	Student Appeals Policy
P 420	Student Grievances Policy
P 423	Student Attendance Policy
P 424	Student Enrollment Policy
P 425	Visiting Students Policy
P 426	Student Safeguarding Policy
P 427	Student Guidance System Policy
P 428	Disadvantaged Students Policy
P 430	Academic Support Center (ASC) Policy
P 431	Student Council Policy
P 601	Library Policy
P 603	Appropriate Use of Technology Policy
P 700	Research Support Policy
P 701	Ethical Research Policy
P 702	Student Involvement in Research Policy
P 706	Funding for Conference Participation Policy
P 901	Community Engagement Policy



Policy Name : Code of Conduct Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 414 – Student Right and Responsibilities Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish standards and guidelines for members of ADSM community on expected behavior and principles.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students, staff, faculty and visitors of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.

3.2 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest

3.3 **Misconduct:** Unacceptable or improper behavior, especially by an employee or professional person.

Section 4 : Policy Statement

4.1 ADSM is committed to providing a safe, equitable and orderly environment for the School community, and expects each member of that community to behave responsibly and ethically.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Every person has the right to be respected and protected from offensive and abuse against his / her dignity, integrity and reputation.
- 6.2. ADSM expects its community members to be decent, modest and propriety in their behavior. ADSM also expects respect of cultural and religious norms of the society in dress, food and other activities on and off campus.
 - 6.2.1. All members of ADSM community are expected to comply with and encourage positive behavior towards fulfilling ADSM's expectations.
 - 6.2.2. All members of ADSM community have an equal responsibility to maintain order and protect individual and ADSM's property to the extent of their abilities.
- 6.3. All members of ADSM community should respect the religion and beliefs, nationality and race of others, and to be sensitive to the social considerations of other people.
- 6.4. All members of ADSM community and visitors must be aware of and comply with the following:
 - 6.4.1. Professional and ethical behavior is expected on campus at all times and in any facility.
 - 6.4.2. Obscene language and behavior are strictly prohibited.
 - 6.4.3. Verbal and physical abuse, including fighting and harmful discussions are strictly prohibited.
 - 6.4.4. Refrain from jeopardizing other's health, safety or security and always follow the principles of *Occupational, Environment, Health and Safety Policy*.
 - 6.4.5. Verbal or written harassment based on, but not limited to, race, gender, nationality, physical or mental disability, religion or beliefs shall have severe consequences.
 - 6.4.6. Consume, possess, transport, sell or buy alcohol or any other legally prohibited drugs or substances is strictly prohibited.
 - 6.4.7. Acquiring, bringing, displaying, manufacturing or carrying any type of arms or weapons or materials that may cause harm or affect other people's safety on campus is strictly prohibited and shall have severe consequences.
 - 6.4.8. Producing, reproducing, displaying or distributing electronic or printed materials including promotional materials without prior approval from the following is strictly prohibited:

- 6.4.8.1 Human Resources Office for staff.
- 6.4.8.2 Academic Dean for faculty.
- 6.4.8.3 The Office of Student Affairs for students.
- 6.4.9. All ADSM community members are expected to care, protect and preserve ADSM's properties and assets. Instruction and maintenance manual and/or guides must be followed.
- 6.4.10. possessing others or entities' properties without prior explicit permission from owners is classified as theft. Possessing items knowingly to be stolen fall within the same classification. ADSM will not tolerate theft, vandalizing, damaging direct or as a result of tampering with its or others' properties.
- 6.4.11. Accessing buildings, facilities or rooms on ADSM campus without proper pre-authorization is strictly prohibited.
- 6.4.12. Parking on campus is subject to applicable policies and traffic norms.
- 6.4.13. Illegal or unauthorized activities including but not limited to gambling, black market trading and other activities are strictly prohibited.
- 6.4.14. Children under the age of 16 are not allowed on campus without adult supervision.
- 6.4.15. Pets are not allowed on campus for any reason.
- 6.4.16. Forgery or unauthorized use of documents including personal identifications, medical reports, official reports including traffic accidents is strictly prohibited.
- 6.4.17. Smoking is strictly prohibited inside any ADSM building, facility or room.
- 6.5. ADSM provides its faculty, staff and students with hardware, software and internet facilities to enhance their work and study. All ADSM community members are expected to adhere to the following:
 - 6.5.1. The telephone service is for work-related purposes only. Employees shall not use it for personal matters except in emergencies or during breaks given that the employee covers the charges resulting from their personal use.
 - 6.5.2. Issued laptops are and shall remain the property of ADSM and are for work and/or study related use only. The following applies:
 - 6.5.2.1 Laptops must be returned to ADSM once they are no longer needed for work and/or study, or as requested by relevant unit or if the employee or student is no longer associated with ADSM.
 - 6.5.2.2 It's the user's responsibility to ensure the safety and security of the laptop.
 - 6.5.2.3 Illegal or pirated software are strictly prohibited to download or install.

6.5.2.4 Storing files that are not related to ADSM or its operation is prohibited.

6.5.3. Internet and email services are provided for work / study related purposes only. Employees, students and visitors must adhere to the following:

6.5.3.1 Internet and email services are not to be used to transfer illegal or unethical use such as pornographic, scam, or threatening materials.

6.5.3.2 Internet and email services are not to be used for entertaining, political or commercial use.

6.5.3.3 Professional language must be used at all times. Obscene language is strictly prohibited.

6.6. Capturing still images or video recordings of ADSM's facilities, community members, operations physical or virtual including classes and assessments is strictly prohibited unless authorized by ADSM management in writing and in advance.

6.6.1. ADSM reserves the right to capture still image or video recordings of its facilities, employees, students or operations without prior permission for purpose of security protection or operations effectiveness.

6.6.2. ADMS may capture still images or video recordings of its employees and students given it alerts them in advance.

6.7. Dress Code

6.7.1. Employees, students and visitors should dress with sensitivity to cultural considerations.

6.7.2. A professional dress code is expected, it should be neat, decent and compatible with business requirements and local norms.

6.7.3. Employees, students and visitors must refrain from wearing the following:

6.7.3.1 Shorts unless for sports activities.

6.7.3.2 Sleeveless, midriff, tight or revealing shirts/tops.

6.7.3.3 Shirts with inappropriate logos or sayings.

6.7.3.4 Tight or transparent pants.

6.7.3.5 Skirts above the knee for females.

6.8. Sexual harassment is unlawful and will not be tolerated at ADSM:

6.8.1. Individuals who come to know of sexual harassment must report it immediately to the Academic Dean for faculty, the Office of Student Affairs for students, and the Human Resources Office for staff.

6.8.2. The President shall establish a committee to investigate alleged sexual harassment and report findings within four (4) weeks.

- 6.8.3. Proven sexual harassment cases shall be subject to *Faculty and Staff Discipline Policy* or *Student Disciplinary Policy* for students.
- 6.9. Faculty and staff hold an authoritative position over students and hence any personal relationship is prohibited as long as students are enrolled at ADSM.
- 6.9.1. Faculty must declare personal relationships to students enrolled in classes they are assigned to teach to the relevant Academic Dean within one (1) week of the class starting date.
- 6.9.2. The Academic Deans, upon careful examination of the situation, may decide to reassign the faculty to a different class, continue with current assignment with proper measures or proceed as usual.
- 6.9.3. Faculty, staff and students who have knowledge of inappropriate relationships must report it immediately to the HR Office for faculty and Staff or Office of Student Affairs for students.
- 6.9.4. The President shall form a committee to investigate alleged inappropriate relationships and report findings within four (4) weeks. Proven inappropriate relationships cases shall be subject to *Faculty and Staff Discipline Policy* or *Student Disciplinary Policy*.
- 6.10. Faculty and staff are responsible for the safeguarding of students. Their responsibility includes reporting suspected cases occurring on or outside ADSM Campus of:
- 6.10.1. Physical, mental, sexual or other types of abuse.
- 6.10.2. Radicalization or extremism thoughts or behavior.
- 6.10.3. Health and safety risks including environmental risks.
- 6.11. Faculty and staff shall receive annual training on identifying and reporting safeguarding concerns.
- 6.12. Social Media Engagement
- 6.12.1. ADSM's employees must obtain approval for any content that mentions ADSM to be published on social media including LinkedIn and Facebook or any other social media. This includes but is not limited to all academic and administrative documents.
- 6.12.2. Employees social media profiles must:
- 6.12.2.1 Use only their job titles stated in their contract of employment.
- 6.12.2.2 Make no false claims or representations, that they are employed by Abu Dhabi Chamber.
- 6.12.2.3 Not publish any material that is the intellectual property right of ADSM.
- 6.12.2.4 Not publish any confidential information or documentation.

- 6.12.2.5 Not publish any defamatory content that may harm ADSM's reputation whether intentionally or unintentionally.
- 6.12.2.6 Limit posts to themselves and not relating to any other parties including ADSM's employees, or the Board of Trustees, Abu Dhabi Chamber and its employees.
- 6.12.2.7 Ensure that the chronology of work history is accurate, and that their current role at ADSM is detailed with achievements.
- 6.12.2.8 Submit an updated CV and social media profile to the Human Resources Office to confirm the accuracy of alignment.

Section 7 : Procedures

- 7.1. Violations of the principles of this policy are dealt with as follows:
 - 7.1.1. Students are subject to the *Student Disciplinary Policy*.
 - 7.1.2. Faculty and staff are subject to the *Faculty and Staff Discipline Policy*.
 - 7.1.3. The President may form a special committee to investigate violations, subject to the applicable laws of the UAE, the committee shall be chaired by the Academic Dean and includes the Head of Finance and the Director of Students Affairs as members. The Committee shall report its recommended action to the President for his final decision.
 - 7.1.3.1 The President reserves the right to accept, modify for reject the Committee's decision.
 - 7.1.3.2 The President's final decision shall prevail.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Human Resources Office shall monitor implementation of this policy and report violations for Employees.
- 8.3. Director of Student Affairs shall monitor implementation of this policy and report violations for students.

Section 9 : Cancellations

- 9.1. Approval of this Policy will cancel P 115 – Code of Conduct Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: The President	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	09/05/2022	Social Media Management added in article 6.12
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed.
6	18/09/2024	Annual review completed; dress code added in article 6.7.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : **Grading and Assessment Policy**

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 422 – Grade Moderation Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 316 – Course File Policy
ADSM P 402 – Transfer Admissions Policy
ADSM P 419 – Student Appeals Policy
ADSM P 423 – Student Attendance Policy
ADSM P 313 – Academic Progress Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish and communicate practices for the assessment of the achievement levels of intended student learning outcomes.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all assessments conducted for ADSM students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Assessment Task**: is a piece of work that is formally graded and is intended to test the extent to which a student has met relevant learning outcome(s). Assessment tasks may take the form of essays, exams, quizzes, case studies, presentations or any other form as stated in the course syllabus.

- 3.2 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior. It is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work as set out in the *Academic Integrity Policy*.
- 3.3 **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and not disclosing it afterward (Reference to www.plagiarism.org). In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.
- 3.4 **Due Process:** a process that has been carried out in compliance with established policies and procedures.
- 3.5 **Course:** a course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is described by title, number, credits, and expected learning outcomes.
- 3.6 **Due date:** the date by which an assessment task should be submitted, if a penalty is not to be applied. Due dates are outlined in the course syllabus, along with penalty details.
- 3.7 **Final grade:** the letter code that indicates the student's academic performance level in a course.
- 3.8 **Assessment Committee:** An ad hoc committee for each program, chaired by the respective Program Chair, and mandated to review final grades before release to the Academic Dean for final approval.
- 3.9 **Late Submission:** an assessment which is submitted beyond the due date, with or without approval.
- 3.10 **Formative Assessment:** an assessment instrument that does not contribute point value toward a students' overall course grade. Such assessments are intended to improve student learning and/or provide feedback on student progress toward the achievement of learning outcomes.
- 3.11 **Summative Assessment:** an assessment instrument used to calculate a student's course grade by assessing student achievement of course learning outcomes against a standard or benchmark.
- 3.12 **Extension:** Seven (7) additional days for assessment submission after official submission date.
- 3.13 **Special Consideration:** Fourteen (14) additional days for assessment submission after official submission date.

Section 4 : Policy Statement

- 4.1 ADASM strives to ensure that assessment achievement levels of intended learning outcomes shall be evaluated through a variety of assessment instruments in a process of frequent assessment that includes regular and timely feedback to students regarding their performance.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. General Principles

6.1.1 Each course must include a minimum of fifteen (15) contact hours of teaching and learning per earned credit hour.

6.1.1.1 A minimum of thirty (30) hours is allocated for teaching and learning for two (2) credit courses.

6.1.1.2 A minimum of forty-five (45) hours is allocated for teaching for three (3) credit courses.

6.1.2 Each course must include a minimum of one Controlled Assessment (e.g. case study), with exceptions approved by the Academic Dean. It is recommended that the Controlled Assessment includes a quantitative component if appropriate.

6.1.3 Students are required to repeat failed courses. Elective courses may be replaced by other elective courses that are part of the program approved elective list.

6.2. Assessment Methodology

6.2.1 Assessment Design:

6.2.1.1 Assessments shall be designed to match QF*Emirates* appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.

6.2.1.2 Assessment questions must be mapped to specific Course Learning Outcomes (CLOs).

6.2.1.3 Weekly topics associated with CLOs must be completed prior to being assessed.

6.2.1.4 Each assessment must be accompanied by an assessment rubric.

6.2.1.5 Assessment questions shall not be repeated from one instance of course delivery to another.

6.2.1.6 Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as the course progresses.

6.2.1.7 Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.

6.2.1.8 All out of class assessments of equal weight must contain equal word count requirements, or an equivalent weight if an assessment is combination of qualitative and quantitative requirements .

6.2.2 Assessment Implementation:

6.2.2.1 All assessments must be conducted outside allocated teaching and learning hours.

- 6.2.2.2 All assessments, including group assessments, must be graded based on individual performance. Group assessments are permitted only where individual performance can be assessed throughout.
- 6.2.2.3 All summative assessments must be submitted electronically via the LMS for graduate students. For undergraduate students, only projects, where applicable, are submitted via the LMS, while the remaining assessments are paper based.
- 6.2.2.4 Submission must use plagiarism detecting software, Turnitin, as stipulated in the *Academic Integrity Policy*.
- 6.2.2.5 Turnitin reports shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.
- 6.2.2.6 Faculty must follow the relevant stipulations in the *Academic Integrity Policy* to ensure appropriate communication and assessment regarding the use of AI by students in their assessments.
- 6.2.2.7 Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments.
- 6.2.2.8 Formative assessments do not contribute to the final grade of a course.

6.2.3 Assessment Feedback:

- 6.2.3.1 All out of class and in-class controlled assessments feedback must be given to students using the ERP, which provides the feedback directly to students. Assessment feedback is linked to the Turnitin on the LMS.
- 6.2.3.2 Assessments must be returned to students with informative and productive feedback to help students develop and extend their own skills; feedback should include, but not be limited to:
 - 6.2.3.2.1 What students did well in their submission.
 - 6.2.3.2.2 What students did not provide in their submission.
 - 6.2.3.2.3 How student can improve their submission (for future assessment)
- 6.2.3.3 Evidence of formative assessments and student feedback must be maintained.

6.3. Grading Methodology

- 6.3.1 The second marking process is utilized by the Academic Dean to ensure the quality and consistency of assessment and grades, as stipulated in the *Grade Moderation Policy*.

6.3.2 The ADSM grading system is based upon Grade Point Average (GPA) of a 4.0-point scale detailed in the grading scheme below:

Grading Scheme for Graduate Programs

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
Less than 70	F	0.00

Grading Scheme for Undergraduate Programs

Percentage	Letter Code	Quality Points*
95 – 100	A+	4.00
90 – 94	A	3.70
85 – 89	B+	3.50
80 – 84	B	3.00
75 – 79	C+	2.50
70 – 74	C	2.00
65 – 69	D+	1.50
60 – 64	D	1.00
Less than 60	F	0.00

- 6.3.3 Faculty must ensure constructive alignment of assessments and grading with the expected educationally justified difficulty;
- 6.3.4 The deliberate design, simplification, marking or moderation of assessments by faculty to secure passing is prohibited
- 6.3.5 Target pass rates and predetermined grade distributions are prohibited
- 6.3.6 Faculty are required to indicate whether AI use is permitted, restricted, or prohibited in the Assessment Instrument given to students
- 6.3.7 Students are required to disclose their use of AI in their written assessments
- 6.3.8 Penalties will apply for submissions that are made after the submission due date without any valid excuse. Marks will be deducted as per the following table for late submissions:

Late Submission of Assignment: Time Periods After Due Date					
Period	Submitted on time	Submitted up to 24 hours late	Submitted up to 48 hours late	Submitted between 48 hours 7 days late	1 week late, LMS closed for class
Penalty	None	Reduction of 5%	Reduction of 10%	Reduction of 20%	No accepted

6.3.9 Students must not receive a blank declaration of results. A withheld result must be given when a grade is not allocated. Withheld results may be granted as an IP (In Progress) grade as follows:

6.3.9.1 Where a student has successfully been granted an extension.

6.3.9.2 If a resolution for the IP grade has not been submitted to the Office of Student Affairs within one (1) month of posting the grades, the IP grade will be converted to a letter grade presenting the final grade in the course if the missing assessment(s) receive a mark of zero (0%).

6.3.9.3 Where a case of suspected academic misconduct has been brought to the Academic Dean, the student will be awarded an IP until the case has been finalized.

6.3.10 Where a student has outstanding tuition fees, his/her grades will be awarded, but will not be made available to the student until the debt is recovered by ADSM.

6.3.11 Cumulative Grade Point Average (CGPA) is the sum of credits multiplied by quality points (as described in 6.15) corresponding to the letter grade assigned for all courses attempted at ADSM (inclusive of the current academic term/semester), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:

6.3.11.1 Courses for which Transfer Credit has been granted will not be included in the Grade Point Average calculation, in accordance with the *Transfer Admissions Policy*.

6.3.11.2 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.

6.3.12 ADSM will make reasonable adjustments to meet the needs of students with a disability, so their academic performance is not adversely impacted. Some accommodation may include but not be limited to the following: providing a scribe, using ADSM approved software, additional time to complete in-class assessments, and special printing and seating arrangements.

6.3.13 Students may apply to the Instructor for extensions to assessment deadlines if they believe that their academic performance in one or more assessment tasks has been or is likely to be adversely affected by illness or other circumstances beyond their control.

6.3.13.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.

6.3.13.2 Students seeking an extension of up to fourteen (14) days must apply for Special Consideration and provide supporting documentation to their instructor and Program Chair.

6.3.13.3 All requests for Extension / Special Consideration must be made at least one (1) week prior to the due date of assignment submission, unless it is not possible, such as due to illness.

6.3.13.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will have the late submission penalty applied.

6.3.14 Students may appeal for a grade following the stipulations of the *Grade Approval and Change Policy*.

6.3.15 An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean after recommendations provided by the Assessment Committee, chaired by the relevant Program Chair.

6.3.16 Results are submitted to the relevant Program Chair by the instructor within fourteen (14) calendar days following the due date for the final assessment task.

6.3.17 A student's academic record may be amended only when:

6.3.17.1 There has been an administrative error; or

6.3.17.2 There has been an error in calculation of grades; or

6.3.17.3 A student has successfully appealed the original results; or

6.3.17.4 A student has successfully applied under the Special Consideration provision

6.3.18 The Office of Student affairs shall compile a list of at- risk students whose CGPA is less than 3.0 in the graduate programs and less than 2.0 in the undergraduate program and inform them properly of their academic standing and possible consequences as well as remedial actions available. The full list shall be communicated to the Academic Dean and Program Chairs.

6.3.19 Course policies and procedures regarding the submission, grading, return and weighting of all assessment instruments shall be clearly communicated in the course syllabus, which is to be shared with students on the first day of class.

6.3.20 Assessment instruments, their weightings and posted schedule shall not be changed during the course of a term except in unusual or unforeseen circumstances. Students must be informed in writing.

6.4. Assessment and Exam Makeup Sessions: the Dean's Office may arrange makeup sessions for students who missed an assessment or exam, subject to the following:

6.4.1 The student provides valid documentary evidence to their instructor in support of their request.

6.4.2 A new assessment tool or exam is prepared for each course included in the makeup session.

6.5. Retake of Assessments: a student receiving a **final course grade** in the C category or F may make a request to the Academic Dean for a retake of an assessment within the course no later than **7 days** following release of the final course grades. This is subject to the following conditions:

6.5.1 requests will be reviewed on case-by-case basis, based on the circumstances relating to the final grade.

6.5.2 the student has attempted all assessments and received a corresponding mark.

6.5.3 the student has not received an IP or W grade for that course.

6.5.4 the retake will be of the assessment in which the student achieved their lowest mark.

6.5.5 the retake mark will be considered as the approved new mark, even if it is lower than the original mark assigned.

6.5.6 the retake mark will contribute to a **new final grade**, which will be limited to a **maximum of a B grade**.

6.5.7 the request for a retake can be made **only one time, and for only one course**, during the duration of the student's study in the program.

Section 7 : Procedures

7.1. Each graduate course shall include two (2) to three (3) summative assessment tasks with balanced weighting. These will include, but are not limited to, in-class controlled assessments, out of class research assignments and presentations. The assessment structure and details must be clearly outlined in the syllabus for the specific course offering. Faculty members are responsible for explaining and clarifying all assessment requirements to students at the beginning of the course.

7.2. Each course in Undergraduate programs (except MGT 450 Business Internship course) must include at least three summative assessments. These assessments and any additional assessments will be detailed in the course syllabus of each offering.

- 7.3. Faculty shall normally mark assessments within six (6) days of the submission deadline, unless the Academic Dean changes the allotted time due to circumstances.
- 7.4. The Academic Dean shall conduct a second marking procedure in accordance with *Grade Moderation Policy*.
- 7.5. Faculty shall provide students with their graded assessments along with suitable and productive feedback no later than two weeks after the assessment deadline of submission by students.
- 7.6. Assessment and Exam Makeup Sessions:
 - 7.6.1 For the Controlled Assessment in graduate courses, the makeup session is arranged after the relevant term's end date. The Dean's Office in collaboration with the Office of Student Affairs shall prepare and announce a makeup schedule.
 - 7.6.2 For the mid-semester exams in undergraduate courses, the makeup session is scheduled within two (2) weeks of the original date.
 - 7.6.3 For the final exams in undergraduate courses, the makeup session is scheduled after the relevant semester's end date.
- 7.7. Retake of Assessments (applies to Graduate courses only)
 - 7.7.1 Requests should be made to the Director of Student Affairs or the relevant Program Chair who should then refer the request to the Academic Dean for approval.
 - 7.7.2 If the request is approved, the student will be directed to sit a retake assessment for the same offering of the course, after its conclusion, or retake the assessment the next time that the course is offered.
 - 7.7.3 the Instructor will grade the retake assessment and recalculate a final new grade (maximum allowed is a B grade) for the student.
 - 7.7.4 the new final grade will be reviewed by the relevant Program Chair and approved by the Academic Dean. A grade change form will be completed and, if approved, the grade will be released by the Office of Student Affairs
- 7.8. Any deviations to the standard assessment scheme prescribed above will require the approval of the Curriculum Development Committee (CDC) and the Academic Dean. Such changes should be submitted to the CDC and Academic Dean prior to the start of the term clearly articulating the rationale for the proposed change. CDC and the Academic Dean shall determine whether the proposed revisions to the assessment

plan are appropriate to the level of the course and is consistent with the learning outcomes and its overall demands on the students.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 301 – Grading and Assessment Policy_v10.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	- 6.12. Addition of "in-class controlled" assessments for student feedback. - 6.14 Addition of evidence for "student feedback" - 6.15 Change of percentage ranges for each letter code - 6.17 Adjusted penalty for late submission - 7.4 Adjusted time to provide graded assessments to students.

		Faculty shall provide general feedback of the second summative assessment in Week 11.
2	06/09/2021	Annual review and mapping to ESG 2015 Standards completed.
3	06/12/2021	Article 6.11 added to mandate not repeating assessment questions.
4	07/03/2022	Principles for assessment and grading reviewed and regrouped.
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, principles and procedures for assessment and exam makeup sessions added.
9	07/11/2025	Annual review completed.
10	25/06/2026	Grading for the DBA program and assessment retake
11	21/09/2026	Comprehensive review to reflect practice and align with other policies.

Next scheduled review: 21/09/2027

END OF DOCUMENT



Policy Name : Academic Program Advisory Committee(s)

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 901 – Community Engagement Policy

Section 1 : Purpose

1.1 This Policy aims to outline the important role of ADSM Academic Program Advisory Committees in supporting academic programs' development and continuous improvement. The Program Advisory Committee(s) build and facilitate relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development.

Section 2 : Scope and applicability

2.1 This policy is applicable to all academic programs offered by ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM shall ensure that an Academic Program Advisory Committee (APAC) is established for each of its academic programs to ensure continuous communication between ADSM and industry or organizations commensurate with individual members' expertise.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 APACs shall provide input on existing program improvement and new program development.

- 6.2 APACs shall normally meet at least two (2) times a year during academic terms/semesters.
- 6.3 APACs shall provide guidance and advice on all matters related to academic programs to carry out the following functions:
 - 6.3.1 Provide recommendations on course contents and resources required to ensure that each academic program remains effective, relevant, efficient, and continuously improved.
 - 6.3.2 Provide recommendations based on the latest industrial and technological trends.
 - 6.3.3 Assist in program evaluation and provide recommendations to the academic leadership for improving program curricula, specifically to support the program review process.
 - 6.3.4 Provide advice and assist in promoting the program(s) and program-related activities.
 - 6.3.5 Promote the development of employment opportunities for graduates in the programs.
 - 6.3.6 Predict market trends and their impact on enrolment and needs of all program graduates.
 - 6.3.7 Propose scholarships and awards for students.
 - 6.3.8 Advise on the professional development of all employees and staff relevant to each program(s).
 - 6.3.9 Identify the strengths and weaknesses of each program and advise on effectively overcoming issues.
 - 6.3.10 Suggest and support educational opportunities in the industry, such as internships for students.
 - 6.3.11 Recommend and support the establishment of effective relations with ADSM's community, the business and relevant industry sectors, in addition to professional associations.
 - 6.3.12 Provide recommendations for curricula improvement that addresses the latest development in the discipline and industry requirements.
 - 6.3.13 Monitor technological trends and changes in industry.
 - 6.3.14 Participate in special assignments such as board meetings, local events, award ceremonies, and other events that align with ADSM's mission and vision.
- 6.4 Selection of APAC members will include:
 - 6.4.1 At least three (3) members from the following
 - 6.4.1.1. Current and prospective employers representing different sectors such as business and industry, public sector etc.
 - 6.4.1.2. Professional associations
 - 6.4.1.3. Representatives of continuing education institutions, local and/or international universities.
 - 6.4.1.4. External members should be from different sectors, with minimum duplication observed.

6.4.1.5. External members will be appointed for a maximum period of three (3) years.

6.4.2 At least three (3) alumni students from the relevant program shall serve in each APAC.

6.4.2.1. For the Bachelor of Science in Management (BScM) program, students with outstanding academic achievements may serve on the APAC pending the availability of alumni.

6.4.3 The Program's Chair serves as the APAC's Chairperson.

6.5 The APAC will complete a critical self-evaluation of its effectiveness at least every three (3) years.

Section 7 : Procedures

7.1 Each APAC shall normally comprise four (6) to eight (8) voting members, appointed by the relevant Program Chair, and selected according to their experience in the relevant discipline, knowledge of the market, and community needs.

7.2 Recommendations for appointments should be made by the relevant Program Chair, and the Academic Dean issues letters of appointment.

7.3 Program Chairs shall serve as Chairs for respective APACs.

7.4 APAC members may elect a Vice-Chair (if required).

7.5 APAC members who miss two (2) consecutive meetings will be retired from serving.

7.6 The Chair of an APAC is responsible for maintaining the meeting agenda and minutes of the meeting.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Academic Dean shall monitor the implementation and report violations.

Section 9 : Cancellations

9.1 Approval of this Policy cancels P 302 – Academic Program Advisory Committee(s) Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Joan Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy First Approved
1	01/02/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	APACs structure and membership revised in article 6.4.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Grade Approval and Change Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 301 – Grading and Assessment Policy

ADSM P 422 – Grade Moderation Policy

ADSM P 411 – Student Finance Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student assessments are graded appropriately reflecting their academic attainment and that grades are published in a timely manner. The Policy also ensures that student requests for grade re-evaluation are processed in a consistent, timely and transparent manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Second Marking:** refers to the second assessment of a piece of student work by an independent marker to ensure that the grade awarded is fair, valid and reliable. At ADSM the term is synonymous with moderation and is an independent evaluation of a sample of students' performance in the assessment.
- 3.2 **Grade:** a letter assigned to indicate a student's performance in a course as per ADSM grading scheme and based on the numeric marks achieved by the student in each assessment component
- 3.3 **Re-evaluation or Re-assessment:** re-marking an assessment task in response to a successful student appeal to re-mark the assessment.
- 3.4 **Grade Change Form:** a form used by the instructor to change a student's published grade as per the principles of this policy.
- 3.5 **Grade Appeal Panel:** a Panel formed by the Academic Dean at the start of each Academic Year. It comprises at least two (2) faculty members and tasked with considering grade appeals.

Section 4 : Policy Statement

- 4.1 ADSM intends to provide a consistent set of regulations for the assessment, re-evaluation and publishing of students' grades. This policy affirms students' rights to seek feedback on their academic performance while also being respectful to the subject matter expertise of instructors.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1 ADSM expects instructors to provide timely feedback to students on their academic performance. Instructors should mark each assessment component in a course and allocate marks in each summative assessment in accordance with the *Grading and Assessment Policy*
- 6.2 Each summative assessment grading should undergo second marking to ensure that assessment practices are consistent across courses and provide accurate reflection of student performance, in accordance with the *Grade Moderation Policy*.
- 6.3 ADSM recognizes that students may request re-evaluation of their grades, and such requests should be processed in a consistent, fair and timely manner.
- 6.3.1 Requests for grade re-assessments will be considered only on the basis of sound academic grounds and should be supported by documentation.
- 6.4 The Academic Dean's office shall submit finalized grades or approved Grade Change Forms to the Office of Student Affairs for publishing.
- 6.5 Grades, once approved by the Academic Dean and published by the Office of Student Affairs, are final except where:
- 6.5.1 An error is discovered in the assessment or marking of one or more components of the course. The error may occur in the calculation, recording or notification of the result of a course or one of the assessment components. Such administrative errors may be identified by the Instructor, Program Chairs, Academic Dean, Head of General Education or the Office of Student Affairs.
- 6.5.2 Students may appeal their grade as per article 6.7 of this policy.

- 6.5.3 Students may request permission to resubmit their work due to mitigating circumstance, and the relevant Program Chair or Head of General Education shall process these requests as per the *Grading and Assessment Policy P301*.
- 6.5.4 Students originally awarded an “IP” grade as per the provisions of the *Grading and Assessment Policy P301* shall have their grade amended after the submission and grading of their work.
- 6.6 **Assessment Appeal:** students may submit an Assessment Appeal for their mark in the a summative assessment if a student is not satisfied with the outcome of his/her mark in the summative assessment, he/she may submit an appeal as set forth in article 7.5 of this Policy.
- 6.7 Students may either request a Grade Review or a Grade Appeal, as set forth in this Policy.
- 6.8 **Grade Review:** students may request a grade review under one of the following circumstances:
- 6.8.1 Students believe that there has been a mathematical error in calculating their grade.
- 6.8.2 Students believe that their mark in one or more assessment components does not accurately reflect their academic performance. Student should provide a sound rationale as to why they deserve a better grade and should be accompanied by relevant documentation (e.g., course outline, assessment brief or grading rubric) in support of their claim.
- 6.9 **Grade Appeal:** if a student is not satisfied with the outcome of the grade review, he/she has the right to appeal the decision. The appeal should be submitted as stipulated in Article 7.7. The appeal shall be considered under one of the following conditions:
- 6.9.1 There has been a procedural error in the determination of student’s original grade.
- 6.9.2 There is a mathematical error which was not rectified during the review by the instructor.
- 6.9.3 The appeal includes information regarding factors which adversely affected the student’s performance on the course.
- 6.9.4 The appeal includes academic grounds supported by evidence substantiating why the student’s grade is not reflective of his/her performance.

Section 7 : Procedures

- 7.1. Publishing of Grades shall consider the following:

- 7.1.1 The relevant Program Chair or Head of General Education shall carry out a technical verification of course grades to ensure that there are no arithmetic errors, and weighting of assessments is accurately reflected in the calculation of final grades.
- 7.1.2 The Academic Dean's office shall send the grades to the Office of Student Affairs to be published.
- 7.1.3 The Office shall publish the grades within two (2) working days of receiving them.
- 7.2. Students who wish to request an Assessment Appeal shall:
 - 7.2.1 Send a request in writing to their instructor within five (5) working days of receiving the mark of first assessment, providing a justification for their request.
 - 7.2.2 The instructor shall raise the issue with the relevant Program Chair or Head of General Education in respect of their program to reach a decision and reply to the student within two (2) working days.
- 7.3. Students who wish to request a Grade Review may contact their instructor directly to review their grade. Students are required to contact their instructor within ten (10) days following the publishing of their grade. Grades may not be reassessed if students do not meet the deadline stated above.
- 7.4. Students who wish to request a Grade Appeal shall:
 - 7.4.1 Fill in the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy P411*, and submit the completed form to the Office of Student Affairs maximum within the academic term following the publication of the grade.
 - 7.4.2 The Office of Student Affairs shall forward the Grade Appeal Form to the Grade Appeal Panel.
 - 7.4.3 The Grade Appeal Panel shall meet and consider all the evidence, then deliver a decision, via completing the Grade Appeal Form, to the Academic Dean's Office within fifteen (15) working days from receiving it.
 - 7.4.4 The Academic Dean's Office shall forward the Grade Appeal Panel decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable within (2) working days.
 - 7.4.5 Students facing extenuating circumstances may request an exemption from the time constraint set in article 7.6.1 to the Academic Dean. The Academic Dean shall consider the merit of the request.
 - 7.4.6 The Grade Appeal Panel's decision shall be final. The Panel shall ensure that a proper justification for its decision is included in the completed Form.
 - 7.4.7 The Office of Student Affairs shall maintain records of Grade Appeals, include them in students' records, and inform students of the outcome of their appeal in writing with the provided justification.

- 7.5. Once a decision is made to amend a student's grade, as a result of a Grade Review or Grade Appeal, a Grade Change Form has to be completed documenting the reason for the change and submitted to the Office of Student Affairs within ten (10) days of the decision to amend student records accordingly.
- 7.6. The Office of Student Affairs shall amend the grade, update the student record, and notify the student of the amendment made within ten (10) days.
- 7.7. The Academic Dean overseeing any program is responsible for:
- 7.8. Sampling final grades in courses in all programs
 - 7.8.1.1 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.
 - 7.8.1.2 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.
 - 7.8.1.3 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in line with the provisions in this Policy and other applicable policies.
 - 7.8.1.4 Providing overall oversight by assuring academic integrity of assessment practices and ensuring that assessments conducted by the School has rigor, meets academic standards for the level of study and provides a valid means for measuring achievement of learning outcomes.
 - 7.8.2 The Program Chairs or Head of General Education is responsible for:
 - 7.8.2.1 Approving student grades in courses and forwarding them to the Office of Student Affairs for publishing in accordance with the *Grading and Assessment Policy* and *Grade Moderation Policy*.
 - 7.8.2.2 Ensuring that course grades are published as per established timelines.
 - 7.8.2.3 Coordinating with the Academic Dean to consider student grade appeals.
 - 7.8.2.4 Ensuring that Instructors in each course are available to provide feedback to students and review their performance after the release of results in that course.
 - 7.8.3 Course Instructor:
 - 7.8.3.1 Responsible for grading assessments as per the rubric and the *Grading and Assessment Policy*.
 - 7.8.3.2 Providing timely feedback to students on both formative and summative assessments.
 - 7.8.3.3 Being available to meet with students to review their assessments.
 - 7.8.3.4 Liaising with the relevant Program Chair or Head of General Education and the Academic Dean to finalize grades for a course.



Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 303 - Grade Approval and Change Policy_v10.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	7.7.3 Grade Appeal Panel have 15 working days to deliver a decision from the time they receive the request. The decision is given to the Dean's office.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Article 7.4 amended to mandate records of Grade Appeals to be maintained by the Office of Student Affairs and added to students' files.
5	07/03/2022	Role of Director of Academic Programs added



Abu Dhabi School of Management

Number : P 303
Effective : 11/02/2020
Revision : 10

6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed.
8	13/12/2023	Reviewed for the provision of the undergraduate program.
9	29/08/2024	Reviewed in line with ADSM's restructuring of Academic Affairs function and the introduction of new roles. Articles 6.5, 6.6, 7.1, 7.2, 7.7 and 7.8 were amended.
10	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Undergraduate Completion Requirements Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 407 – Degree Audit Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

Section 1 : Purpose

1.1 To define ADSM's graduation requirements for each undergraduate program including its curricula, program learning outcomes and alignment of learning outcomes with QF Emirates.

Section 2 : Scope and applicability

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.

3.2 **Core Courses:** a mandatory course that must be completed in a program of study.

3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.

3.4 **Independent study:** an approved mode of delivery by the CAA for undergraduate programs. It is defined as a learning mode in which a student is individually supervised by a faculty member in order undertake a learning opportunity which is allowed in rare cases and otherwise unavailable. The purpose of independent learning is to facilitate students' completion of the undergraduate program's degree requirements.



3.5 **Transcript:** an academic record of all courses a student has undertaken at ADSM.

Section 4 : Policy Statement

4.1 ADSM is a business management school offering undergraduate and graduate programs. ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for completion of undergraduate level programs.

Section 5 : Exclusions

5.1. None

Section 6 : Principles

6.1. ADSM must provide students with written details of degree completion requirements within ADSM's Course Catalog, including, but not limited to:

- 6.1.1. Core and elective courses.
- 6.1.2. Details of course sequencing and prerequisites.
- 6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.
- 6.1.4. Arrangements (if any) to complete a double major.
- 6.1.5. Confirmation of the required Grade Point Average (GPA) of 2.0 on a 4.0 scale, or its equivalent.
- 6.1.6. Minimum enrollment period to complete the undergraduate program, as set in article 6.5.
- 6.1.7. Confirmation of the CGPA required of 2.0 on a 4.0 scale, to remain in good academic standing.
- 6.1.8. The number of credit hours required to complete the undergraduate program.

6.2. To be eligible for the award of an undergraduate degree at ADSM, a student must:

- 6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.
- 6.2.2. Attain a minimum CGPA of 2.0 on all credit earned at the School, based on a 4.0 scale.
- 6.2.3. A student who completes all course requirements with a CGPA below 2.0 may be permitted to take and/or retake additional courses to raise their CGPA to 2.0 for the degree to be awarded.
- 6.2.4. Has no missing grades or "In Progress."
- 6.2.5. If a grade of "F" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.

- 6.2.6. If a grade of “F” is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.
- 6.3. Students may repeat any course to improve their CGPA, with the highest grade counted towards it.
- 6.4. In rare cases, students may register for one course in the undergraduate program as an ‘Independent Study’. Rare cases will be determined jointly by the Program Chair and Director of Student Affairs. Such cases may include, but are not limited to:
- 6.4.1. a course is not offered in the upcoming academic year for graduation.
- 6.4.2. a course is not offered in the upcoming academic year for graduation.
- 6.5. BScM students must be enrolled at ADSM for the program’s duration stipulated as follows:
- 6.5.1. A minimum period of four (4) academic years or eight (8) semesters for full-time students.
- 6.5.2. A maximum period of eight (8) years for full-time and part-time students.
- 6.5.3. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.
- 6.6. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.
- 6.7. At least 50% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.
- 6.8. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	3.90 – 4.00
Magna Cum Laude – With Great Honor	3.70 – 3.89
Cum Laude – With Honor	3.50 – 3.69

Section 7 : Procedures

- 7.1. The Academic Dean must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs’ completion requirements. Completion requirements must also be published in ADSM’s Course Catalog.
- 7.2. Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.
- 7.3. Students are responsible to meet their Academic Advisor to review their academic progression.



7.4. The Director of Student Affairs shall conduct an audit on the completion requirements at the end of each semester following the release of grades for courses offered during this semester, as set in the *Degree Audit Policy*.

7.4.1. In case any students are eligible to graduate, the Director of Student Affairs shall inform the Academic Dean and Program Chair within seven (7) days of completing the audit.

7.5. The Office of Student Affairs shall initiate the process to issue graduation documents.

7.6. The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this Policy.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor the implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 306 – Undergraduate Completion Requirements Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025



Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed; owner changed to be the Associate Dean of Undergraduate Programs.
7	07/11/2025	Annual review completed, owner changed to Academic Dean.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Graduate Completion Requirements Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 407 – Degree Audit Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

Section 1 : Purpose

1.1 To define ADSM's graduate completion requirements for each graduate program including its curricula, program learning outcomes and alignment of learning outcomes with QF*Emirates*.

Section 2 : Scope and applicability

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.
- 3.2 **Core Courses:** a mandatory course that has to be completed in a program of study.
- 3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.
- 3.4 **Transcript:** an academic record of all courses a student has undertaken at ADSM.

Section 4 : Policy Statement

- 4.1 ADSM shall implement processes and procedures to comply with the Ministry of Higher Education and Scientific Research's (MOHESR) Standards for graduate completion of graduate level programs.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM must provide students with written details of degree completion requirements within ADSM's Student Catalog, including, but not limited to:
- 6.1.1. Mandatory and elective courses.
 - 6.1.2. Details of course sequencing and prerequisites.
 - 6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.
 - 6.1.4. Arrangements (if any) to complete a double major.
 - 6.1.5. Confirmation of the required Grade Point Average (GPA) of 3.0 on a 4.0 scale, or its equivalent.
 - 6.1.6. Minimum and maximum enrollment periods to complete the graduate program, as set in article 6.2.7.
 - 6.1.7. Confirmation of the GPA required of 3.0 on a 4.0 scale, to remain in good academic standing.
 - 6.1.8. The number of credit hours required to complete the graduate program.
- 6.2. To be eligible for the award of a master's degree at ADSM, a student must:
- 6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.
 - 6.2.2. Attain a minimum CGPA of 3.0 on all credit earned at the School, based on a 4.0 scale.
 - 6.2.3. A student who completes all course requirements with a CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0 for the degree to be awarded.
 - 6.2.4. If a grade of "F" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.
 - 6.2.5. If a grade of "F" is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core courses which shall be computed into the CGPA.

6.2.5.1 Students may repeat any course to improve their CGPA, with the highest grade counted towards it.

6.2.6. Has no missing grades or “In Progress.”

6.2.7. Be enrolled at ADSM for the minimum duration stipulated for the degree program, as follows:

6.2.7.1 A minimum period of three years and a maximum period of six years for the Doctor of Business Administration (DBA).

6.2.7.2 A minimum period of 15 months and a maximum period of 60 months for the Master of Science in Business Analytics (MSBA).

6.2.7.3 A minimum period of 12 months and a maximum period of 60 months for the Master of Business Administration (MBA), Master of Science in Sustainable Business Excellence (MSSBE) and the Master of Science in Leadership & Organizational Development (MSLOD).

6.2.8. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.

6.3. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.

6.4. At least 75% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

6.5. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	4.0
Magna Cum Laude – With Great Honor	3.80 – 3.99
Cum Laude – With Honor	3.50 – 3.79
Very Good	3.25 – 3.49
Good	3.00 – 3.24

Section 7 : Procedures

7.1 The relevant Program Chair/Manager must maintain up-to-date and approved Comprehensive Program Specification Documents (CPSDs), that detail the programs' completion requirements. Completion requirements must also be published in ADSM's Student Catalog.

7.2 Students are responsible for knowing the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.

7.3 Students are responsible to meet their Academic Advisor to review their academic progression.



7.4 The Director of Student Affairs shall conduct an audit into the completion requirements following the conclusion of each semester as set in the *Degree Audit Policy*.

7.4.1 In case any students are eligible to graduate, the Director of Student Affairs shall initiate the degree issuance process.

7.5 The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this Policy.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 307 - Graduate Completion Policy_v11.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved



1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs and Graduation Committee added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Article 6.7 added to list graduation honors.
6	11/09/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
9	07/11/2025	Annual review completed.
10	15/05/2026	Doctor of Business Administration (DBA) program included.
11	21/09/2026	Updated for the MBA new structure and to introduce the MSSBE program.

Next scheduled review: 15/05/2027

END OF DOCUMENT



Policy Name : Course Substitution Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ADSM P 300 – Program Specifications Policy
Student Handbook

Section 1 : Purpose

1.1 This Policy aims to provide guidelines for course substitution in academic programs at ADSM and stipulates the conditions under which course substitutions are permissible.

Section 2 : Scope and applicability

2.1 This policy applies to all enrolled students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM is keen on setting policies that serve the best interest of its students' educational objectives, appropriate courses may be substituted for other courses for graduation purposes. Course substitution allows a student to use an alternate course to meet program requirements.

Section 5 : Exclusions

5.1 None.



Section 6 : Principles

- 6.1 ADSM is a business management school offering undergraduate and graduate programs.
 - 6.1.1 ADSM currently offers one undergraduate program, Bachelor of Science in Management (BScM). Thus, course substitution in undergraduate programs is not possible.
- 6.2 In the graduate programs, the following courses cannot be substituted for other courses:
 - 6.2.1 The Entrepreneurship Applied Project in the Master of Business Administration program.
 - 6.2.2 The Individual Consultancy Thesis in all Master of Science programs.
- 6.3 Students with a CGPA below 3.0 are not allowed to substitute for core courses.
- 6.4 Students are not allowed to substitute any elective for the core courses. All core courses are compulsory.
- 6.5 A course awarded with “F” or “IP” grade letter cannot be substituted; students may retake these courses.
- 6.6 A maximum of two (2) courses can be substituted per degree program.
- 6.7 Students who are granted a substitution must still meet the required total credit hours for their program of study, and minimum course grades must be met.
- 6.8 The core curriculum for any program of study should be maintained completely with integrity.
- 6.9 The substituted course (when approved) must include substantially the same learning outcomes (two-thirds) as the required course and must be within the same discipline as the original course.
- 6.10 Substitutions to the core curriculum should only be used in extenuating circumstances.
- 6.11 The substituted course must be of equal value and classification as the original course.
- 6.12 Substituted course credit hours must not be lower than the credit hours of the course as per the student program of study. (e.g. a three-credit course cannot be substituted for a two-credit course).
- 6.13 The Academic Dean has the authority to substitute a course if it does not contravene accreditation agreements and it brings similar value to the program of study.
- 6.14 Substitutions are distinctly separate from teach-out plans, which are governed by the *Teach Out Policy*.
- 6.15 The Academic Dean should review plans of study regularly to ensure they reflect current offerings, meet the accreditation requirements, and avoid excessive substitutions.

Section 7 : Procedures

- 7.1 Students shall consult with their Academic Advisor or the Director of Student Affairs to discuss whether a course substitution is possible.



- 7.2 Students will submit a course substitution request in writing to the Director of Student Affairs.
- 7.3 The Director of Student Affairs shall review the request and forward it to the Academic Dean, if it meets the principles set forth in this Policy.
- 7.3.1 The request should include the student's name, ID, program, year of entry into the program (catalog year), course to substitute, and a rationale for the request.
- 7.4 If the Academic Dean deems the substitution appropriate, he/she shall approve the substitution.
- 7.5 The Director of Student Affairs shall update the student's record accordingly and notify the student.
- 7.6 If the substituted course grade is less than the initial course, the highest grade shall be considered.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and reporting violations.

Section 9 : Cancellations

- 9.1 Approval of this Policy cancels P 308 – Course Substitution Policy_v10.0.

Section 10 : Review Statement

- 10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/08/2022	Article 7.1 amended to remove Academic Administrator.
6	10/07/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	29/08/2024	Reviewed in line with ADSM's restructuring of Academic Affairs function and the introduction of new roles. Articles 6.15 and 7.3 were amended.
9	07/11/2025	Annual review completed.
10	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : **Academic Progress Policy**

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 418 – Academic Integrity Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 307 – Graduate Completion Requirements Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 405 – Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that students are given every opportunity and assistance in successfully completing the requirements of their degree program. This policy also serves to enable corrective actions designed to ameliorate student non-achievement of requirements to be implemented in time for the rectification and improvement of a student's academic performance.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students enrolled in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Academic Advisor**: a faculty member assigned to advise students on academic matters.

- 3.2 **Post Enrolment Condition:** academic conditions that must be met by students who have received conditional admission to ADSM programs. Such conditions are required to fulfil certain academic requirements and must be met within a given timeframe.
- 3.3 **Good Academic Standing:** Students who have met all post enrolment conditions, if applicable, as well as meeting the minimum CGPA requirements as outlined in this policy.
- 3.4 **Cumulative Grade Point Average (CGPA):** CGPA is the sum of credits x quality points corresponding to the grade achieved by the individual student for all courses attempted at ADSM (inclusive of the current academic term/semester), divided by the total number of graded credits attempted for all credit-bearing courses. The Grade Point Average is the same value but for one term/semester only.
- 3.5 **At Risk:** Students who have a CGPA below 3.0 in graduate programs or below 2.0 in the undergraduate program are academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment.
- 3.6 **Probation:** Students are considered on Probation when their CGPA falls below 3.0 in graduate programs or below 2.0 in undergraduate programs. The student's status is set to Conditional Academic in this case.
- 3.7 **Exclusion:** A student may be excluded from a program of study if:
- 3.7.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or
 - 3.7.2 a graduate student fails to achieve a minimum CGPA of 3.0 in the semester following a period of probation.
 - 3.7.3 an undergraduate student fails to achieve a minimum CGPA of 2.0 in the semester following a period of probation.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide students with the support they need to progress in their studies.

Section 5 : Exclusions

- 5.1. Students who have withdrawn from the program of study or found involved in an academic discrepancy.

Section 6 : Principles

- 6.1. Fulfillment of Conditional Admission Requirements

6.1.1 ADSM can admit students into the program on a conditional basis. Conditional acceptance carries certain academic criteria for continuing in the program of study as outlined below:

6.1.1.1 Doctor of Business Administration Program: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of three (3) courses.

6.1.1.2 Master of Business Administration Program and Master of Science programs: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of the first semester.

6.1.1.3 Bachelor of Science in Management Program: A conditionally accepted student must achieve a C average (2.0 on a 4.0 scale or equivalent) following completion of the first semester.

6.1.1.4 If requirements are not met, students may be subject to Exclusion from the program.

6.2 Academic Status of Direct Entry Students

6.2.1 Direct entry students are given a good academic standing when starting their program of study.

6.2.2 At the end of each semester, the Office of Student Affairs will review students' cumulative grades and identify students who are At Risk.

6.2.3 At Risk students may be placed on Probation and will be advised of their change of circumstances and the possible actions to rectify their academic standing.

6.2.4 Students with probationary academic status may be required to take remedial action(s) that include, but are not limited to:

6.2.4.1 Repeating courses where a student has achieved a grade of less than B in graduate courses or less than C in undergraduate courses.

6.2.4.2 Reduction of the number of credit hours (courses) taken in a subsequent semester.

6.2.4.3 Accessing the Academic Support Center for advice and assistance with developing study skills.

6.2.4.4 Meeting with the Academic Advisor or an instructor for academic advice.

6.3 Exclusion from Program of Study for all students (conditional entry or direct entry):

6.3.1 Students admitted on an academic conditional basis may be excluded from their program of study if they fail to meet the post-enrolment conditions as per section 6.1 of this policy.

6.3.2 Graduate students who have been placed on Probation, and do not achieve a CGPA 3.0 in the subsequent semester, may be excluded from the program.

- 6.3.3 Undergraduate students who have been placed on Probation, and do not achieve a CGPA 2.0 in a subsequent semester, may be excluded from the program.
- 6.3.4 Students directly admitted in the program can be excluded from the program of study if they fall under Probation and fail to satisfy the conditions to return to a status of good academic standing.
- 6.4 Appeal: Students who have been excluded under the provisions of 6.3.2 and 6.3.3 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.
- 6.4.1 The appeal should clearly state the reason/s for the performance that has led to the exclusion and the measures they will take to re-instate their academic standing. Appeals should be accompanied by supporting documentation. Appeals must be submitted within ten (10) working days of receiving exclusion notification from the Office of Student Affairs.
- 6.4.2 If the appeal is denied or if the original decision is not overturned and the exclusion stands, the student may appeal to the President, if they can demonstrate that:
- 6.4.2.1 due process was not adhered to during the previous appeal; or
- 6.4.2.2 relevant new or additional information has subsequently been made available.
- 6.4.3 An appeal to the President must satisfy one of the two conditions stated above and must be received within ten (10) working days of the date of the notification of exclusion to be eligible for processing.
- 6.5 The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *P 405 Student Records Policy*.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall review the student records pertaining to academic progress at the end of each semester and update their status accordingly.
- 7.2. Students are required to meet their admission conditions, as applicable, and academic progress requirements. Students are expected to utilize academic resources at ADSM to maintain good academic standing. Following the release of grades, graduate students falling below the required CGPA 3.0 and undergraduate students falling below the required CGPA 2.0 may meet with the Director of Student Affairs for advice on remedial actions.
- 7.3. The Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy and provide counsel to students who are At Risk and actively seeking assistance.



7.4. The Director of Student Affairs shall:

7.4.1. Monitor the progress of student performance and report students at risk to the Program Chairs, Academic Dean and the Academic Support Manager.

7.4.2. Advise At Risk students of their academic standing including the measures they must take.

7.4.3. Update student records to reflect students' academic standing.

7.5. Academic Advisors should provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting with students.

7.6. The Academic Support Center shall provide advice and support to students and maintain resources to assist students in their academic studies

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy will cancel P 313 Academic Progress Policy_v11.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated to cover academic progression, 3.7 added definition of Academic Advisor, 6.2.5 added Program Directors responsible for remedial action, 7.1 added Director of Academic Programs for the review of student records. 7.6 added sentence: Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
9	07/11/2025	Annual review completed.
10	15/05/2026	Doctor of Business Administration (DBA) program included.
11	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT



Policy Name : Examination Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards, Qualifications Framework for the Emirates Handbook, National Qualifications Center (NQC).
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 303 – Grade Approval and Change Policy
ADSM P 422 – Grade Moderation Policy
Student Handbook

Section 1 : Purpose

1.1 This Policy aims to set a framework and guidelines for student examinations at ADSM with an aim to establish an evidence-based examination process by which student learning outcomes are accurately and reliably measured.

Section 2 : Scope and applicability

2.1 This policy applies to ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Examination:** refers to a final in-class test or an individual in-class assessment which is taken into consideration when determining the student's final grade in a course.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for student examination aiming to ensure that the exams are conducted and administered appropriately in accordance with international best practices in relation to student examination in graduate and undergraduate studies.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall establish a consistent examination framework to assess student learning outcomes, assure the quality of its programs, identify teaching improvement actions and monitor progress.
- 6.2. Examinations must be set in alignment with the objectives and learning outcomes determined in the course syllabus, suitable for course credits, clearly articulated and weighted.
- 6.3. Examination questions must allow proper measurement of students' critical thinking, knowledge and analytical skills.
- 6.4. ADSM shall create an examination environment in which examinations are conducted in a manner that maintains integrity.
- 6.5. ADSM does not conduct final written examinations for its graduate program, but only for its undergraduate program. Alternatively, in-class assessments are conducted during courses for all its programs.
- 6.6. The School utilizes second marking/ moderation of assessments, in accordance with the *Grade Moderation Policy*, to ensure grades are fair, valid and reliable.

Section 7 : Procedures

- 7.1. Examinations required for a course must be clearly set in the course syllabus and communicated to students at the beginning of the course.
- 7.2. The Dean must put in place criteria that ensure that the examinations meet the relative difficulty, complexity and depth required for a graduate degree (*see UAE Qualifications Framework*).
- 7.3. Students shall refer to the syllabus to determine if an examination is in-class or out-of-class assessment.
- 7.4. Normal classes shall continue in the week leading to the scheduled examination. This may include introducing new course materials.
- 7.5. Common exams for multiple sections of a course can be scheduled only for regular term courses.
- 7.6. In collaboration with the Program Chair, the course instructor shall identify the appropriate answer sheets form (Green or Assessment Cover sheet) with the required instructions.
- 7.7. For graduate courses, the form of answers for the examinations must meet the difficulty level expected internationally for graduate programs. This ensures that the graduates are not under-assessed thus trivializing the level of the program and breaching accreditation requirements.

- 7.8. Each graduate course shall include two (2) to three (3) summative assessment tasks with balanced weighting. These will include, but are not limited to, in-class controlled assessments, out-of-class research assignments and presentations. The assessment structure and details must be clearly outlined in the syllabus for the specific course offering. Faculty members are responsible for explaining and clarifying all assessment requirements to students at the beginning of the course.
- 7.9. For Undergraduate courses, the midterm examination is held in week 8 and the final exam in week 16, in addition to multiple assessment activities throughout the semester.
- 7.10. The Curriculum Development Committee determines the weight of each examination.
- 7.11. Instructors are required to mark examination papers submitted for their courses, and record grades.
- 7.12. The Academic Dean shall assign a second marker to validate a sample of the second assessment to assure appropriate level of marking. See *Grade Moderation Policy* for details.
- 7.13. The final grade for any course is calculated based on the weight of each examination included in it.
- 7.14. Final grades are recorded in letter grades and corresponding percentages. Instructors must submit final grades to the Academic Dean no more than five (5) days after the submission date of the last assessment.
- 7.15. The Academic Dean then reviews the submitted grades, and once approved, grades are sent from the Academic Dean's office to the Office of Student Affairs.
- 7.16. The Office of Student Affairs shall release the final grades within two (2) days of receiving them.
- 7.17. The instructor must provide students with feedback using the Assessment Feedback Sheet within one (1) week of completing the related examination.
- 7.18. Students may appeal their grades in examinations as set in the *Grade Approval and Change Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 314 – Examination Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Endorsed by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review of policy, appeal process referred to P 303 and Review Statement updated.
5	10/07/2023	Annual review completed.
6	13/12/2023	Reviewed for the provision of the undergraduate program.
7	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
8	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Thesis Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 201 – Faculty Workload Policy

ADSM P 206 – Compensation and Benefits Policy

ADSM P 301 – Grading and Assessment Policy

Section 1 : Purpose

1.1 This Policy aims to describe the principles and procedures relating to the thesis courses entitled Research-Based Consultancy Project I, and Individual Consultancy Thesis I (hereafter, both referred to as 'Thesis I (Proposal)', with Course Code 8918), and Research-Based Consultancy Project II, and Individual Consultancy Thesis II (hereafter, both referred to as 'Thesis II (Final)', with Course Code 8919). These include supervision, faculty workload, thesis process, reporting, presentation, examination, and evaluation within all master's programs offered at ADSM.

Section 2 : Scope and applicability

2.1 This Policy applies to all full-time graduate faculty members of ADSM.

Section 3 : Definitions

- 3.1 **Thesis:** the result of a student's independent research, scholarly or creative activity completed under the supervision of an assigned faculty member.
- 3.2 **Research-Based Consultancy Project:** the result of a student's independent research conducted in the context of an organization in an industry or government sector. The execution of the consultancy will utilize standard applied research principles and approaches, as outlined in this Policy. The Research-Based Consultancy Project will follow the same principles and procedures as a "Thesis" in this Policy.
- 3.3 **Thesis Supervision:** refers to faculty providing supervision for an individual student thesis.
- 3.4 **Graduate Thesis Manager:** a faculty member tasked with overseeing the thesis supervision activities, including supporting the Academic Dean in assigning thesis workloads, monitoring and reporting on these activities, as required.

- 3.5 **Graduate Thesis Panel:** the examination panel for students' defense of their Thesis II report by way of a presentation.
- 3.5.1 Chaired by the Graduate Thesis Manager and includes two (2) to four (4) graduate faculty members, who must have relevant subject matter expertise.
- 3.6 **Defense Examination:** refers to the evaluation by the Graduate Thesis Panel of a student's final oral presentation of his/her graduate thesis within the Thesis II (Final) course.
- 3.7 **Moderation:** refers to the process undertaken by the Thesis Panel, whereby final grades are reviewed by each evaluator to ensure that moderation of grades is undertaken.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide clear guidelines and a standard mechanism for thesis management.

Section 5 : Exclusions

- 5.1 Appointed Adjunct Faculty and Professional Staff.

Section 6 : Principles

- 6.1. ADSM students graduating from master's programs must complete a Research-based Consultancy Project (thesis) or Individual Consultancy Thesis, or an Applied Project and additional elective course, as part of their degree requirements. This policy refers only to the Research-based Consultancy Project or Individual Consultancy Thesis (both, hereafter, referred to as 'Thesis'). The Applied Project course is treated as a regular course within the Masters curricula, as is Thesis I.
- 6.2. The Thesis consists of six (6) credit hours delivered in two courses, Thesis I (Proposal) and Thesis II (Final), each consisting of 3 credit hours.
- 6.3. Thesis I (Proposal) and Thesis II (Final) are graded courses according to ADSM's grading system, as per the *Grading and Assessment Policy*. Students must pass Thesis I (Proposal) to progress to Thesis II (Final).
- 6.4. Thesis credits cannot be transferred to any other institution and vice versa.
- 6.5. Students who are eligible for a thesis are encouraged to conform to the guidelines provided by the Graduate Thesis Manager.
- 6.6. The Graduate Thesis Manager shall act as faculty on record for the Thesis II courses, but this will not be part of the faculty workload.

- 6.7. A student group thesis is not permitted in any circumstances.
- 6.8. Thesis I (Proposal), run as a regular Instructor-led course, is divided into the following milestones:
 - 6.8.1. Chapter 1 and Chapter 2, minimum 2,000 words and maximum of 3000 words for each chapter
 - 6.8.2. Chapter 1 and Chapter 2 combined Presentation
 - 6.8.3. Thesis I is examined and graded by the assigned Instructor,
- 6.9. Thesis II (Final) is divided into the following milestones:
 - 6.9.1. Written Thesis II (Final), with a minimum of 12,000 words, and a maximum of 14,000 words.
 - 6.9.2. Oral defense examination based on the completed and submitted Thesis II (Final) presentation.
- 6.10. Registration
 - 6.10.1. Students must enroll in Thesis I (Proposal) and Thesis II (Final) during the registration period.
 - 6.10.2. Students will enroll individually for both Thesis I (Proposal) and Thesis II (Final) courses.
 - 6.10.3. Students must receive Graduate Thesis Manager and supervisor approvals via the thesis management system before registering for Thesis II (Final).
- 6.11. Supervision
 - 6.11.1. Students will receive supervision in Thesis II (Final)
 - 6.11.2. Thesis supervision can be administered as co-supervision by two ADSM faculty members.
 - 6.11.3. Only Full-time (FT) faculty members can supervise individual student theses.
 - 6.11.4. Full-time (FT) faculty incurring responsibilities for the development, supervision, and delivery of a thesis must have a relevant terminal degree (PhD), have an extensive record of research publications in their field, and have prior supervisory experience at the graduate level.
 - 6.11.5. Thesis supervision is part of a faculty member's mandatory job responsibilities and contributes to faculty development.
 - 6.11.6. Thesis supervision workload for Full-Time (FT) faculty is listed in the *P 201 Faculty Workload Policy*.
- 6.12. Submission, Evaluation, and Documentation - Thesis II (Final)
 - 6.12.1. Students must submit the written Thesis II (Final) through the Thesis Management System for review.
 - 6.12.2. The Supervisor and Graduate Thesis Panel shall evaluate and review the Thesis II components, as follows. The Graduate Thesis Panel will first review and evaluate the final written thesis (85% of the final grade), providing a final grade. The Panel may require revisions to be made to the written thesis before the final grade is released. Within two weeks of submission of the final written thesis, students

will conduct an oral defence presentation (15% of the final grade) before the Graduate Thesis Panel.

The grade awarded will be final.

6.12.3. Each thesis shall have an evaluation folder maintained by the supervisor that includes:

6.12.3.1. Meeting logs between the student and the supervisor(s)

6.12.3.2. Supervisor, and, if appropriate Graduate Thesis Manager, comments/ recommendations/ suggestions at each milestone, as indicated in the course syllabi.

6.12.3.3. All documentation related to the thesis courses (e.g., Forms, Project Proposal, and other documents relating to the Thesis II course).

6.12.4. Documentation presented at each milestone review shall be signed, dated and uploaded to the Thesis Management System.

6.12.5. If required by the Graduate Thesis Panel, students must incorporate all suggestions/comments and have their thesis revisions verified and signed by their thesis supervisor.

6.12.6. Supervisors shall submit their thesis documentation before the completion of each thesis on the Thesis Management System for completeness checks and final review.

6.13. Penalties

6.13.1. Penalties are imposed if a milestone deadline is missed, as follows:

Violation	Penalty
Delay in submitting the Registration document	Registration in Thesis will be postponed till the subsequent term.
Absence from Presentation Session	Marks for the specific milestone will not be awarded.
Absence from scheduled meetings	Missing any scheduled meeting requested by the supervisor without a reason, or delaying of meeting logs submission, should be referred to the Graduate Thesis Manager for further action.
Word count limits penalty	Students will be penalized a maximum of 10% of the overall marks obtained, if exceeding the maximum word count limit. Thesis II (Final) will not be accepted if the total word count is above 25,000 words. The word count excludes cover page, table of contents, abstract, acknowledgements, appendices, bibliographies, etc.

6.14. Declaration of Research Ethics and Research Protocols

- 6.14.1. If a thesis proposal entails working with human subjects, it will be referred to the Supervisor who will submit it to the Research Ethics Committee for approval, which is required prior to student commencing the research. The research proposal must indicate that approval will be sought.

Section 7 : Procedures

7.1. Requirements for Thesis II (Final) are as follows:

- 7.1.1 Thesis II builds on the Thesis I (Proposal), which comprises an initial Chapter 1 and Chapter 2 of the thesis research project. Details relating to these chapters are provided in the Thesis I syllabus.

7.2. Thesis II (Final)

- 7.2.1 The student will embark on implementation of the research proposed in Thesis I (Proposal) under the guidance of the Supervisor.
- 7.2.2 The Supervisor will provide timely and relevant feedback to the student during the progression of Thesis II (Final). Specifically, supervisors shall review all draft chapters and draft full reports as they are developed by the student in detail and provide formative feedback to the students within 15 working days.
- 7.2.3 Final Written Thesis
- 7.2.3.1 A draft of the full written thesis will be prepared by the student for review by the Supervisor and Graduate Thesis Manager.
- 7.2.3.2 The written Thesis II (Final) will be considered completed if it is in alignment with the initial specifications, as approved in Thesis I (Proposal).
- 7.2.3.3 Once approved by the Supervisor and Graduate Thesis Manager, the submitted Thesis II (Final) will be examined by the Graduate Thesis Panel.
- 7.2.3.4 The Graduate Thesis Panel determines the final grade for the submitted written Thesis II.
- 7.2.3.5 The Panel's feedback will be provided to the Supervisor and student. If revisions are required, feedback will indicate areas for improvement.
- 7.2.3.6 Where revisions are required, students must revise their thesis according to the Graduate Thesis Panel feedback and proposed timeline for completion and resubmit it to the supervisor for review and final approval.

7.2.3.7 Examination of the student's Thesis II by an independent panel of faculty provides moderation for the research work submitted and presented, and their grading.

7.2.4 Defense Presentation Exam

7.2.4.1 Each student shall submit their final presentation for Thesis II (Final) in the standard template for their supervisors to review and approve prior to the final presentation

7.2.4.2 The supervisor shall verify all requirements (i.e., final thesis, required meeting logs) and send a request to Graduate Thesis Manager for the final defense presentation.

7.2.4.3 The Graduate Thesis Manager shall validate all requirements and schedule the final defense presentation exam for the student.

7.2.4.4 Students shall present their final work to the Graduate Thesis Panel.

7.2.4.5 The Panel shall review and provide feedback on the oral defense presentation.

7.2.4.6 The Graduate Thesis Panel determines the final grade for the oral defence presentation. The final grade for the oral defence presentation is sent to the Graduate Thesis Manager to upload in the Thesis Management System.

7.2.4.7 A student must pass the defense presentation exam to pass Thesis II (Final), as part of the mandatory degree completion requirements.

7.2.4.8 In case a student fails the oral defense presentation or final written thesis, they must rework the thesis according to the Graduate Thesis Panel's feedback and resubmit their work to their supervisor for review and approval. The Supervisor will continue to provide guidance and formative feedback to the students during this time.

7.2.4.9 Students shall continue to be registered for Thesis II (Final) if they fail to meet the minimum Masters-level quality of each component of the Thesis II course. In this situation, the student may be required to pay the value of one (1) credit hour. If the student fails to achieve a pass at the end of this additional term, they will be required to retake the course in order to graduate.

7.2.4.9.1 Subject to the Academic Dean's approval, a student may be granted the right to extend his/her registration in Thesis II for an additional second term after paying the value of another one (1) credit hour.

7.2.4.10 The Graduate Thesis Manager shall review the final reports for approval and publication, if appropriate.

7.3. Thesis II: Final Written Thesis Content

7.3.1 The completed written Thesis II (Final) must include:

- 7.3.1.1 An integrated and comprehensive review of appropriate literature
- 7.3.1.2 A statement outlining the research problem and the goals of the thesis.
- 7.3.1.3 A description of the methodology used in the thesis.
- 7.3.1.4 Demonstration of the use of a research method such as quantitative or qualitative analysis
- 7.3.1.5 Demonstration of the student's understanding and ability to express a research process and outcome in a written format.

7.3.2 The format of the final written thesis must use the given template that includes:

- 7.3.2.1 Cover page
- 7.3.2.2 Declaration
- 7.3.2.3 Certificate of Approval
- 7.3.2.4 Executive Summary
- 7.3.2.5 Acknowledgments
- 7.3.2.6 Abbreviations
- 7.3.2.7 Table of Contents
- 7.3.2.8 Chapter 1: Introduction
- 7.3.2.9 Chapter 2: Theoretical Background/Literature Review
- 7.3.2.10 Chapter 3: Methodology
- 7.3.2.11 Chapter 4: Data Analysis
- 7.3.2.12 Chapter 5: Results/Findings (may be combined with Chapter 4)
- 7.3.2.13 Chapter 6: Discussion and Theoretical Implications
- 7.3.2.14 Chapter 7: Implications for Practice, and Future Research
- 7.3.2.15 Chapter 8: Conclusions
- 7.3.2.16 References
- 7.3.2.17 Appendices

7.3.3 Students should follow all the procedures described in points 7.3.2.1 – 7.3.2.17 above to complete the Thesis II (Final)

7.5 Meetings with Supervisors

7.5.1 Students must meet on regular basis (weekly/bi-weekly) with their Thesis II supervisor and maintain meeting logs (signed by the supervisor and uploaded on the thesis management system).

7.5.2 A minimum of five (5) meetings for Thesis II (Final) must be held between the student and supervisor before the submission of the Thesis report.

7.6 The Graduate Thesis Manager will manage the supervision process and maintain records of the thesis supervision activities.

7.7 The Graduate Thesis Manager will report the faculty thesis supervision requirements to the Academic Dean at least two weeks prior to the commencement of each semester.

7.8 The Graduate Thesis Manager will confirm the research-active status and evidence of prior supervisory experience at the graduate level for faculty members with the Academic Dean, and make recommendations for supervision allocation. The Director of Research will maintain a record of the research active status of all faculty.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1 Approval of this Policy cancels P 322 – Thesis Policy_v10.0.

Section 10 : Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Authorization / Ownership
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Minutes of Meeting on 25/06/2026
Approved by: Executive Committee	Minutes of Meeting on 25/06/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	07/02/2022	Policy first approved
1	07/03/2022	Policy name changed to Thesis Policy; stipulations related to workload shifted to P 201 Faculty Workload Policy and detailed procedures added.
2	04/07/2022	General review and Review Statement updated.
3	18/10/2022	Clarification on a consultancy Thesis; that Thesis 1 is a research proposal and Thesis II is the final report.
4	23/03/2023	General review of policy.
5	08/09/2023	Section 1.1: Change Thesis courses name to 'Research-Based Consultancy Project I' and 'Research-Based Consultancy Project II'. Section 3.6: Adding Moderation. Section 6.8: Change in the assessments word count. Section 6.12.2: Change in weighting for written and oral assessment for Thesis II. Section 6.13: Adding of a penalty for exceeding word count. Section 7.4.2: Adding an extra chapter in Thesis II.
6	12/10/2023	Articles 6.8 and 6.9 revised and amended.
7	23/09/2024	Annual review completed, ADEK Standards referenced.
8	07/01/2025	Article 7.3.4.9 amended.
9	07/11/2025	Annual review completed.
10	25/06/2026	Overall review to add the Non-Thesis pathway for MS programs.

Next scheduled review: 25/06/2027

END OF DOCUMENT



Policy Name : Undergraduate Admissions Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. Ministerial Decree (19) for 2024.

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 402 – Transfer Admissions Policy

ADSM P 403 – Advanced Standing Policy

ADSM P 404 – Recognition of Prior Learning Policy

ADSM P 802 – By-Laws of the Governing Body Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and process for undergraduate academic programs offered at ADSM.

Section 2 : Scope and applicability

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into undergraduate academic programs offered at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MOHESR:** Ministry of Higher Education and Scientific Research.

3.3 **Application Form:** a form that all applicants must complete, sign, and submit for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Undergraduate Application Fee:** Non-refundable fee to apply to the undergraduate program at ADSM.

3.5 **Undergraduate Registration Fee:** Non-refundable fee to process the application to the undergraduate program at ADSM.

3.6 **Offer Letter:** letter issued to undergraduate applicants offering them a place in the program.

3.7 **ELR:** English Language Requirement.

- 3.8 **CGPA:** Cumulative Grade Points Average.
- 3.9 **Acceptance/Rejection Letter:** a letter issued to applicants to any program at ADSM informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.
- 3.10 **Undergraduate Admissions Committee:** an ad hoc committee constituted of faculty members and professional staff tasked with assessing applications for admission to the undergraduate programs.
- 3.11 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.
- 3.12 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.
- 3.13 **Semester:** a period of time, usually a minimum of 16 weeks in duration, in which a specific and pre-determined set of courses is delivered to undergraduate students at ADSM. The Undergraduate Academic Calendar at ADSM comprises two regular academic semesters (Fall, Spring), each a minimum of 16 weeks in duration, and an intensive Summer session, which is six (6) weeks in duration.
- 3.14 **Undergraduate Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills in English language and Mathematics.

Section 4 : Policy Statement

- 4.1 The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in the undergraduate programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM accepts qualified national and international applicants into its Bachelor of Science in Management (BScM) program in accordance with and relevant standards and decrees.

- 6.2. ADSM may accept applicants as Direct Entry or Conditional Admission as set forth in this Policy.
- 6.3. **Direct Entry:** applicants must meet ADSM's Academic Requirements and English Language Requirements as set below.
- 6.3.1. Academic Requirements: Applicants must hold a UAE Secondary School Certificate or its equivalent approved by the Ministry of Education.
- 6.3.1.1 An Equivalency Letter issued from the Ministry of Education is required for a curriculum that does not follow the UAE curriculum.
- 6.3.2. English Language Requirement (ELR): Applicants must meet one of the following conditions:
- 6.3.2.1 For holders of UAE Secondary School Certificate – Advanced Stream, the applicant's English Language grade in his/her high school transcript must be 80% or higher, or its equivalent from other streams, as determined by the approved Ministry of Education matrix.
- 6.3.2.2 Holders of High School Certificates from English-Curriculum Schools (e.g. American, British) may be admitted directly.
- 6.3.2.3 Holders of High School Certificates from non-English-Curriculum Schools (e.g. Indian) must submit proof of English Language Proficiency Level (IELTS 5.0 or its equivalent).
- 6.4. Interview: the Undergraduate Admissions Committee reserves the right to conduct an interview with any applicant to further assess their academic background and English Language ability prior to joining ADSM.
- 6.5. **Conditional Admission:** A limited number of applicants are granted conditional admission following an interview with the Admissions Committee and based on one of the following criteria:
- 6.5.1. Conditional Academic: Applicants whose high school certificate is issued by a school that does follow UAE curriculum and do not provide an Equivalency Letter issued by the Ministry of Education as stated in Section 6.3.1, may be admitted conditionally subject to the following decrees:
- 6.5.1.1 Ministerial Decree No. (73) for the Year 2023
- 6.5.1.2 Ministerial Decree No. (40) for the Year 2023
- 6.5.1.3 Ministerial Decree No. (41) for the Year 2023
- 6.5.1.4 Administrative Decree No. (519) for the Year 2022
- 6.5.2. Conditional ELR: applicants who do not meet the English Language Requirements for Direct Entry as set in article 6.3.2, may be admitted as Conditional ELR following an interview with the Admissions Committee, and their admission will be subject to one of the following conditions:

- 6.5.2.1 The applicant to complete the English Skills (BRD 102) Bridging Course prior to admission.
- 6.5.2.2 The applicant to successfully complete the Academic English (ACE 101) qualifying course (6 CH) during the first semester, with a reduced course load determined by the Admissions Committee, and not exceeding a total of twelve (12) credit hours, which includes the Academic English (ACE 101) course.

6.6. **Undergraduate Bridging Courses:** Applicants to the BScM program may be required to complete non-credit bearing bridging courses before full admission, as deemed necessary by the Undergraduate Admissions Committee. The bridging courses, shown below, aim to introduce students to fundamental concepts in mathematics and English language.

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

- 6.7. Applicants may request additional information about ADSM's programs from the Undergraduate Admissions Committee as relevant to their future projections.
- 6.8. Transfer of academic credits from another HEI is governed by the *Transfer Admissions Policy*.
- 6.9. Recognition of Prior Learning is governed by the *Recognition of Prior Learning Policy*.
- 6.10. Granting an advanced standing to an applicant is governed by the *Advanced Standing Policy*.

Section 7 : Procedures

- 7.1. Application process to the undergraduate program is initiated when applicants fill in the Application Form and pay the non-refundable Undergraduate Application Fee as set in the *Student Finance Policy*.
- 7.2. Applicants are required to submit the below documents and pay the non-refundable Undergraduate Registration Fee to Student Recruitment to process their application:
 - 7.2.1. A UAE Secondary School Certificate or its equivalent that meets the Direct Entry requirements as specified in section 6.3.1.
 - 7.2.2. Valid ELR, as specified in section 6.3.2 verified by Student Recruitment.
 - 7.2.3. Identification Documents – copies of the following:
 - Passport.
 - Emirates ID Card.

- Residence Visa, if non-UAE National.
- One (1) Passport size photo.

7.3. The Undergraduate Admission Committee shall evaluate applications, as follows:

- 7.3.1. At least two members of the Committee shall evaluate applications and state the Committee's decision on the Application Form. The evaluation will be conducted based on submitted documents.
- 7.3.2. The Committee may request an interview with the applicant prior to deciding. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as stated on the Application Form.

7.4. Based on the possible outcomes of the Committee's evaluation, ADSM shall issue the following types of Acceptance Letters:

- 7.4.1. **Acceptance Letter A:** Direct Entry
- 7.4.2. **Acceptance Letter B:** Conditional ELR
- 7.4.3. **Acceptance Letter C:** Conditional Academic

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

- 8.2.1. Collect the required documents from applicants.
- 8.2.2. Verify the authenticity of submitted documents and stamp them accordingly.
- 8.2.3. Submit applications to the Undergraduate Admissions Committee for assessment.
- 8.2.4. Coordinate with the Committee for scheduling applicants' interviews, if required.
- 8.2.5. Issue letters to applicants in accordance with the decision made by the Committee.
- 8.2.6. Notify applicants of decisions of the Committee and provide issued letters.
- 8.2.7. Update applications' records in the Student Information System (SIS) within two (5) working days.

8.3. Undergraduate Admissions Committee:

- 8.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.
- 8.2. Inform Student Recruitment on decisions taken based on evaluation of applications.
- 8.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

- 8.5. Monitor conditionally admitted students to determine if they are allowed to continue their study.
- 8.6. Suspend or dismiss students who fail to meet the conditions of their admission.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 400 – Undergraduate Admissions Policy_v9.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Joan Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	03/01/2024	Article 6.3.1.1 added.



7	11/07/2024	Article 6.3.1 amended in line with Guidelines for the Admission Criteria for Undergraduate Programs in Higher Education Institutions, issued in May 2023
8	07/01/2025	Amended in accordance with Ministerial Decree (19) for 2024. Owner changed to be Academic Dean.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Graduate Admissions Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. Ministerial Decree (19) for the Year 2024. ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 402 – Transfer Admissions Policy
ADSM P 404 – Recognition of Prior Learning Policy
ADSM P 802 - By-Laws of the Governing Body Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and the admissions' process for graduate-level academic programs offered at ADSM.

Section 2 : Scope and applicability

2.1 This Policy applies to any individual, committee, unit, or employee involved in applicants' admission into graduate-level academic programs offered at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **CAA:** Commission for Academic Accreditation.
- 3.2 **MOHESR:** Ministry of Higher Education and Scientific Research
- 3.3 **Application Form:** a form that all applicants must complete, sign and submit for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.
- 3.4 **Application Fee:** Non-refundable fee for applying to an academic program offered at ADSM.
- 3.5 **Acceptance Fee:** Non-refundable fee for accepting a place of study at ADSM.
- 3.6 **Acceptance/Rejection Letter:** a letter issued to applicants informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.
- 3.7 **ELR:** English Language Requirement.
- 3.8 **CGPA:** Cumulative Grade Points Average.

- 3.9 **Admissions Committee:** an ad hoc committee constituted of faculty members tasked with assessing applications for admission to any academic program offered at ADSM.
- 3.10 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.
- 3.11 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.
- 3.12 **Semester:** a period, usually a minimum of 15 weeks in duration, in which a specific and pre-determined set of courses is delivered. The Academic Calendar at ADSM comprises two regular academic semesters (Fall, Spring), each a minimum of 15 weeks in duration, and a Summer session, which is eight (8) weeks in duration.
- 3.13 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the relevant *QF Emirates* level, and required for students who do not meet the program-specific requirements as specified in this Policy.

Section 4 : Policy Statement

- 4.1 The admission process aims to maintain the standards required by the UAE Ministry of Higher Education and Scientific Research to allow students to apply and gain acceptance to be enrolled in one of ADSM's graduate programs. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. **Master Programs:** Applicants to Master programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:
- 6.1.1. **Direct Entry:** Applicants must meet ADSM's Academic Requirements and English Language Requirements for Direct Entry as set below.

6.1.1.1. **Academic Requirements:** Applicants must provide a bachelor's degree recognized by MOHESR, as follows:

6.1.1.1.1. Degrees from UAE Federal HEIs are accepted directly.

6.1.1.1.2. Degrees from private HEIs within the UAE must be attested by MOHESR.

6.1.1.1.3. Degrees from HEIs outside the UAE require an Equivalency Letter issued by MOHESR.

6.1.1.2. **English Language Requirement (ELR):** Applicants must submit one the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1250	5.5	71	197	530

English Language Requirement for Direct Entry

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

6.1.2.1. **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 meet the Academic Requirements for Direct Entry by the end of the first semester of study as stipulated in article 6.1.1.1

6.1.2.2. **Conditional ELR:** granted to applicants who do not meet the English Language Requirements as set in article 6.1.1.2. These applicants may be admitted as Conditional ELR, and must:

6.1.2.2.1. Take a maximum of six (6) credit hours during their first semester of study.

6.1.2.2.2. Complete the Academic English (ACE 6001) course during their first semester of study.

- Students may be exempted from completing the Academic English (ACE 6001) course if they achieve the English language required for Direct Entry as set in article 6.1.1.2 above during their first semester of study.

6.1.2.2.3. Provide one of the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1100	5.0	61	173	500

English Language Requirement for Conditional Entry

6.2. Master Programs Specific Requirements: in addition to the Academic and English language requirements stipulated in article 6.1, applicants must meet the program specific requirements as listed below:

Program	Bachelor's degree	Other
Master of Business Administration (MBA)	Any Specialization	Three (3) years of work experience.
Master of Science in Quality and Business Excellence (MSQBE)	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).
Master of Science in Leadership and Organizational Development (MSLOD)	Business	Applicants with a degree in an area other than business but have relevant work experience or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Business Analytics (MSBA)	Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or quantitative social science	Applicants with a degree in an area other than those specified but have relevant work experience or professional qualifications, may be considered, providing that they complete the set of Bridging Course(s).

Program Specific Requirements

6.3. Doctor of Business Administration (DBA) Program: Applicants to the DBA program offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:

6.3.1. Direct Entry: Applicants must meet ADSM's Academic Requirements and English Language Requirements for Direct Entry as set below.

6.3.1.1. Academic Requirements: Applicants must provide a master's degree with a minimum CGPA of 3.3 on 4.0 scale recognized by MOHESR, as follows:

- 6.3.1.1.1. Degrees from UAE Federal HEIs are accepted directly.
- 6.3.1.1.2. Degrees from private HEIs within the UAE must be attested by MOHESR.
- 6.3.1.1.3. Degrees from HEIs outside the UAE require an Equivalency Letter issued by MOHESR.
- 6.3.1.1.4. Applicants who do not have a background in business or management in any of their previous academic degrees will be required to complete bridging courses determined by the Admissions Committee.

6.3.1.2. **English Language Requirement (ELR):** Applicants must submit one the following valid and current English Language proficiency certificates:

EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
1250	5.5	71	197	530

English Language Requirement for Direct Entry

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

- 6.3.2.1. **Conditional Academic – Equivalency:** granted to applicants who cannot provide a master's degree recognized by the MOHESR at the time of their admission. These applicants may be admitted as Conditional Academic and must meet the Academic Requirements for Direct Entry by the end of the first semester of study as stipulated in article 6.3.1.1
- 6.3.2.2. **Conditional Academic – CGPA:** Admission of applicants with a CGPA less than 3.3 on a 4.0 scale in their master's degree will be determined by the Admissions Committee, and these applicants will be required to complete bridging courses.

6.4. Exemption from English Language Requirements:

- 6.4.1. Applicants to master's programs who have completed their undergraduate degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. Similarly, applicants to the DBA who have completed their master's degree at an English-medium higher education institution in an English-speaking country may be exempted from providing proof of English language proficiency. This exemption is subject to an interview with the Admissions Committee.
- 6.4.2. Applicants to the DBA program who graduated from an ADSM master's program within the two years preceding their application date may be exempt from the English language proficiency requirement. This exemption is subject to an interview with the Admissions Committee.

- 6.4.2.1. Admissions Committee may extend the two-years duration based on the interview's outcome.

6.5. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.

- 6.5.1. Attending an interview, in person or online, is mandatory for DBA applicants.

- 6.6. Applicants may request additional information about ADSM's programs from the Admission Committee as relevant to their current professional status and future projections.
- 6.7. Recognition of Prior Learning is governed by the *Recognition of Prior Learning Policy*.
- 6.8. The transfer of academic credits is governed by the *Transfer Admissions Policy*.

Section 7: Procedures

- 7.1. Applicants are required to submit the below documents to Student Recruitment to initiate the process:
 - 7.1.1. Application Form signed and dated.
 - 7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MOHESR.
 - 7.1.3. Official transcripts of all earned undergraduate credits.
 - 7.1.4. Valid ELR, verified by Student Recruitment prior to submission to Admission Committee.
 - 7.1.5. Receipt for the non-refundable application fee or evidence of exemption.
 - 7.1.6. Identification Documents – copies of the following:
 - Passport.
 - Emirates ID Card.
 - Residence Visa, if non-UAE National.
 - One (1) Passport size photo.

For MSBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate stating current position.
- CV

For MBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Personal Statement.
- One (1) recommendation letter.

For DBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Two (2) recommendation letter.

7.2. The Admission Committee shall evaluate applications, as follows:

7.2.1. At least two members of the Admission Committee shall evaluate the applications and indicate the Committee's decision on the Application Form. The evaluation will be conducted based on the submitted documents.

7.2.2. The Admissions Committee may request an interview with the applicant prior to deciding. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.2.2.1. Interviews may be arranged in-person or online subject to the decision of the relevant Admissions Committee.

7.3. Based on the possible outcomes of the Admission Committee's evaluation, ADSM shall issue the following types of Acceptance Letters:

7.3.1. **Acceptance Letter A:** Direct Entry – All programs

7.3.2. **Acceptance Letter B:** Conditional ELR – Undergraduate and master's programs only.

7.3.3. **Acceptance Letter C:** Conditional Academic – All programs

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

8.2.1 Collect the required documents from applicants.

8.2.2 Verify the authenticity of submitted documents and stamp them accordingly.

8.2.3 Submit applications to the Admission Committee for assessment.

8.2.4 Coordinate with the Admissions Committee to schedule applicants' interviews, if required.

8.2.5 Issue letters to applicants in accordance with the decision made by the Admission Committee.

8.2.6 Notify applicants of decisions of the Admissions Committee and provide issued letters.

8.2.7 Update applications' records in the Student Information System (SIS) within two (2) working days.

8.3. Admission Committee:

8.3.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.

8.3.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.4.1. Monitor conditionally admitted students' performance and take necessary action.

8.4.2. Suspend or dismiss students who fail to meet the conditions of their admission.

Section 9 : Cancellations

9.1 This Policy cancels P 401 - Graduate Admission Policy_v15.0.

Section 10 : Review Statement

10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Reviewed and Recommended on 08/09/2026
Approved by: Executive Committee	Reviewed and Approved on 08/09/2026

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	10/08/2020	Stipulation for Conditional Admissions updated and a stipulation for Remedial Admissions added in compliance with CAA Standards 2019.
2	11/01/2021	The MBA's specific program requirements amended to be three (3) years of work experience and obtaining an Employment Certificate is required as evidence.



3	05/04/2021	Articles 6.4 and 7.3 amended to clarify ADSM's policy in regard to the conditional admissions percentage.
4	06/09/2021	Mapping to ESG 2015 Standards completed.
5	14/10/2021	Policy amended to require MSBA applicants to submit employment certificate and a current CV.
6	07/03/2022	Definition of a Term amended
7	04/07/2022	General review and Review Statement updated.
8	10/07/2023	Annual review completed, article 7.3 amended to match practice
9	08/09/2023	MBA program-specific entry requirements amended.
10	23/09/2024	Annual review completed; owner changed to be Academic Dean.
11	08/01/2025	Reviewed in accordance with Ministerial Decree (19) for the Year 2024.
12	08/05/2025	Reviewed in accordance with Outcome-based Evaluation Framework (OEF)
13	07/11/2025	Annual review completed.
14	27/03/2026	Admission criteria for the DBA program added.
15	08/09/2026	Article 6.4 amended.

Next scheduled review: 08/09/2027

END OF DOCUMENT

Policy Name : **Transfer Admissions Policy**

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 400 – Undergraduate Admissions Policy
ADSM P 401 – Graduate Admissions Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM's faculty and staff involved in student admissions to ADSM's graduate and undergraduate programs with a standard set of rules that govern the admittance of students who wish to get credit for work done at another recognized higher education institution.

Section 2 : Scope and applicability

2.1 This Policy is applicable to ADSM's faculty and staff involved in student admissions.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **CGPA:** Cumulative Grade Points Average.
- 3.2 **ELR:** English Language Requirement.
- 3.3 **Recognized Higher Education Institutions:** higher education institutions in UAE or abroad that are recognized by the UAE's Ministry of Higher Education and Scientific Research (MOHESR).
- 3.4 **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar and at least two faculty members. The Committee is chaired by the Registrar and is tasked with making decisions regarding prospective students' credit transfer requests.
- 3.5 **Transfer Credits:** Credit hours for courses taken at another recognized higher education institution.

Section 4 : Policy Statement

4.1 ADSM accepts transfer students into its academic programs only in limited cases as set in this policy.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall consider credit transfer requests as transfer students for credits obtained from UAE Higher Education Institutions recorded in the UAE National Register of Licensed Higher Education Institutions, or other organizations in the UAE approved by CAA, or institutions recognized by UAE's Ministry of Higher Education and Scientific Research (MOHESR) located outside the UAE.

6.2. Prospective students applying for credit transfer must meet ADSM's admission's requirements as stipulated in the *Undergraduate Admissions Policy* and the *Graduate Admission Policy*, as applicable.

6.3. Transfer Admissions into the Bachelor of Science in Management (BScM) Program

6.3.1. The institution where the student has studied must be accredited by MOHESR in the UAE. Institutions of higher learning located outside of the UAE must be recognized by MOHESR.

6.3.2. The course studied must have required the student to attend classes, i.e. not by correspondence or distance learning.

6.3.3. The student can claim credit transfer for courses that she/he has passed, and which have a counterpart in ADSM's BScM program.

6.3.4. The student must submit a course description on the institution paper to be considered for Credit Transfer. The course must cover at least 70% of the topics in the corresponding course in ADSM's BScM program.

6.3.5. The course must carry the same number of study hours and must be at the same level or higher.

6.3.6. The student must have passed the course with a minimum grade of C.

6.3.7. The student must be in good academic standing at the institution from which the credits are being transferred.

6.3.8. The student can claim Credit Transfers for no more than 50% of the courses in ADSM's BScM program.

6.3.9. Transfer credits cannot be applied to courses at the 400 level.

6.4. Transfer Admissions into the ADSM's Graduate Programs

- 6.4.1. Processing credit transfer requests requires submitting official transcripts showing all work attempted at all graduate educational institutions attended.
- 6.4.2. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.
- 6.4.3. ADSM shall limit transferred credits for graduate programs to a maximum of six (6) credit hours in all of its master's programs and nine (9) for its DBA program.
- 6.4.4. ADSM shall transfer graduate program credits only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale or equivalent) or better.
- 6.5. ADSM does not grant credit twice for substantially the same course taken at two different institutions.
- 6.6. ADSM does not allow credits for the following cases:
 - 6.6.1. The Dissertation Proposal and Dissertation course in the DBA program.
 - 6.6.2. The Applied Entrepreneurship Project in the MBA program.
 - 6.6.3. The Individual Consultancy Thesis in the MS programs.
 - 6.6.4. The Internship Course in the Bachelor of Science in Management.
- 6.7. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and shall not be included in CGPA calculations.
- 6.8. Prior to admission, the Office of Student Affairs shall provide students applying for credit transfer with a written notification stating the credits approved for transfer, if any, and to which courses they will be applied at ADSM.

Section 7 : Procedures

- 7.1. Decisions regarding credit transfer requests are made as follows:
 - 7.1.1. The Transfer Admissions Committee makes decisions for transfer admissions to master programs.
 - 7.1.2. The DBA Admissions Committee makes decisions for transfer admissions to the DBA program.
 - 7.1.3. The Undergraduate Admissions Committee makes decisions for transfer admissions to the BScM program.
 - 7.1.4. The relevant Committee Chair maintains records of all decisions and related documents.

7.2. The Office of Student Affairs shall update the student's record accordingly and inform the student of the Committee's decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 402 – Transfer Admissions Policy_v9.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	01/02/2021	Policy amended to allow transferring credits for Remedial Program in article 6.6
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed



5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024.
7	07/11/2025	Annual review completed.
8	15/05/2026	Doctor of Business Administration (DBA) program included.
9	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT



Policy Name : Student Records Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 406 – Information Release Policy

ADSM P 602 – Data Security Policy,

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 402 – Transfer Admissions Policy

United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.

Student Handbook

Section 1 : Purpose

1.1 The aim of this Policy is to identify what student records are, and to govern the process of collecting, maintaining, storing, retrieving, and disposing of them, including the need to store student records in secured and fireproof cabinets.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty and staff involved in creating, managing, storing, retrieving and disposing student records and applies to all students who have applied to, are enrolled at, or have graduated from ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Archive:** records that require indefinite retention due to legal, administrative, financial or historical purposes, but are not used currently.

3.2 **Record:** a set of information, may take different formats, and must be retained as evidence of actions or decisions taken due to operational or legal purposes.

- 3.3 **Student Information System (SIS):** the electronic student management database accessed by authorized personnel.
- 3.4 **Student Records:** Records and related personal information of applicants, currently enrolled and former students held in either soft or hard copy format.

Section 4 : Policy Statement

- 4.1 ADSM collects and maintains information about students for the purposes of admissions, maintenance of academic record, determination of academic progression and performance, evidencing student work, meeting student request for transcripts and records, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Office of the Registrar is responsible for maintaining and managing all students' records.
- 6.2. ADSM's Office of Student Affairs contains the Office of the Registrar and Student Services.
- 6.3. The Office of the Registrar will retain applicants', current and former students' records related to enrolment status including disciplinary records. These records are open to students and may be reviewed by appointment.
- 6.4. The Finance Unit will maintain students' financial records. Students may review these by appointment.
- 6.5. The Office of the Registrar shall perform routine maintenance, review and back-up of all computer-generated records, which will be stored on an on-site and secure server to ensure record safety and security, in accordance with *the Data Security Policy*. Hard copy records will be stored in the student's file and secured in locked and fire protected cabinets.
- 6.6. All student electronic records are maintained by the School as seen in 6.3 and copies of the data are stored off-site in a secure data center.

- 6.7. Transcripts and degree completion authentication documents are retained in secure archive storage for not less than fifty (50) years.
- 6.8. Retention period for hard copies (paper-based) of student records will be determined based on the student's enrollment status, as stipulated below:
 - 6.8.1. Enrolled students: records will be maintained for a period of six (6) years following graduation.
 - 6.8.2. Enrolled but not 'active': records for students who have not taken approved leave of absence or formally withdrawn, will be held for a period of three (3) years following the last term of enrolment.
 - 6.8.3. Accepted but not enrolled: records will be held for a period of two (2) years from the term in which the student was given admission.
 - 6.8.4. Unsuccessful applications: records will be retained for a period of one (1) year from the term for which the student applied.
- 6.9. Electronic records shall be stored in the Student Information System (SIS) and archived on a secure server, in accordance with *the Data Security Policy*, and retained for a period not less than fifty (50) years.
- 6.10. Student records are available to the student during their study in any academic program offered at ADSM or after graduation at the request of the student.
- 6.11. The available records are also available to third parties as stipulated in the *Information Release Policy*.
- 6.12. Other student information collected from students such as continuous survey records are kept and maintained for a maximum period of two (2) years after the concerned student exits ADSM.
- 6.13. Permanent students' records that cannot be destroyed by ADSM include, but are not limited to, the following:
 - 6.13.1. Documents collected from students during their admission to ADSM, as stipulated in ADSM P 602 - Data Security Policy, including documents related to credit transfer, as stipulated in the *Transfer Admissions Policy*.
 - 6.13.2. Documents created as students exit ADSM, such as copies of their earned degree at ADSM, transcripts, completion letter, or withdrawal form.
 - 6.13.3. Documents related to any disciplinary action taken against the student.
 - 6.13.4. Documents related to any grievances or appeals case concerning the student.
 - 6.13.5. Any other documents deemed to be a permanent record by the Director of Student Affairs.

- 6.14. Temporary records would include records such as letters issued to students upon their request, as in letters confirming their academic schedule or to whom it may concern letters.
- 6.15. Permanent records could be created, managed and accessed by designated ADSM staff only in compliance with the principles of this policy.
- 6.16. Temporary records could be created, managed and updated by the designated ADSM staff members only. These records can only be disposed of by the Office of Student Affairs staff with permission from the Director of Student Affairs.

Section 7 : Procedures

- 7.1 Student Recruitment shall collect and verify, as applicable, all students' records required for processing students' applications, as stipulated in the *Undergraduate and Graduate Admissions Policies*.
- 7.2 Student Recruitment uses an electronic reader to record each student's Emirates Identification number and retain electronic records of Emirates Identification numbers (EID) for all students in accordance with the United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.
- 7.3 Student Recruitment shall, once the student has a final status (e.g. Enrolled), deliver the complete set of the student's records to the Office of the Registrar.
 - 7.3.1 The Office of the Registrar shall complete a Student File Checklist for each file it receives from Student Recruitment to ensure that the correct set of documents is included.
- 7.4 The Office of the Registrar shall create an electronic copy of the student's records, upload it to SIS, and file the hard copy in the designated fireproof cabinets. After which, the Office of Student Affairs becomes the custodian of all students' records.
- 7.5 The Office of Student Affairs shall maintain, update, store, archive, arrange for the retrieval of or disposal of students' records as stipulated in the *Information Release Policy*.
- 7.6 The Office of Student Affairs ensures that all records of student course work, grades and changes to grades are maintained in the student records.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.



Section 9 : Cancellations

9.1. Approval of this policy cancels P 405 - Student Records Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Information Release Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 405 – Student Records Policy

ADSM P 419 – Student Appeals Policy

ADSM P 420 – Student Grievances Policy

Article 378 of the Penal Code (Federal Law 3 of 1987)

Federal Law No. 5 of 1985 (the “Civil Code”).

The law on Printing and Publishing Article 79

Section 1 : Purpose

1.1 This Policy aims to make clear ADSM’s policy on student privacy and to define a set of procedures to support this policy and promote its enforcement, and to clarify ADSM’s responsibilities and its employees on the confidentiality clause in the releasing of information to the public, respecting the rights of individual students while serving the best interests of the students and the institution.

Section 2 : Scope and applicability

2.1 This Policy applies to all students enlisted with ADSM and the responsible employees.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Record:** a set of information, may take different formats, and must be retained as evidence of actions or decisions taken due to operational or legal purposes.
- 3.2 **Dependent:** A student who relies on another (generally a relative), to pay their tuition fees.
- 3.3 **Sensitive Information:** information that will only be disclosed if it is required to handle a serious and potential threat to any individual’s life or health.
- 3.4 **Sponsor:** a third party that provides financial assistance to a student with tuition fees.
- 3.5 **Student:** A current or formerly enrolled student of ADSM.



Section 4 : Policy Statement

- 4.1 ADSM strives to maintain the confidentiality of any student data it may hold. The School shall limit this data to operational and regulatory needs and will ensure that it is only released to the student and/or any authorized entities or individuals as set in this Policy.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM shall process requests for information about itself with transparency and accuracy.
- 6.2. ADSM shall maintain students' Records as stipulated in the *Students Records Policy*.
- 6.3. ADSM reserves the right to disclose personally identifiable data from students' Records, as follows:
- 6.3.1. with the written approval of the student, or
 - 6.3.2. where ADSM has the right to disclose education records to:
 - 6.2.2.1. ADSM authorized personnel with legitimate educational interest
 - 6.2.2.2. Other educational institutions to which a student is transferring.
 - 6.2.2.3. Specified personnel for audit or evaluation purposes.
 - 6.2.2.4. A service provider contracted by ADSM to provide services and functions under legal contracts.
 - 6.2.2.5. Sponsors or other third parties provide financial aid to a student.
 - 6.2.2.6. Organizations performing certain studies for or on behalf of ADSM.
 - 6.2.2.7. Accrediting organizations
 - 6.2.2.8. Government Agencies that have legal jurisdiction
 - 6.2.2.9. Regulatory Bodies that govern the institution
 - 6.2.2.10. To comply with a court order
 - 6.2.2.11. Authorized officials in health and safety emergencies
 - 6.2.2.12. Parents or official guardians of a student provided the student is a "dependent" of them.
 - 6.2.2.13. Sponsors of a student

Section 7 : Procedures

- 7.1. Requests for information about ADSM shall be directed to the President's Office.



- 7.1.1. The President may then forward the request to the concerned business unit, as applicable.
- 7.2. ADSM shall grant students the following rights related to their Records via the Office of Student Affairs:
- 7.2.1. The right to review their records within ten (10) days from receiving an access request, as follows:
- 7.2.1.1 In order to check and review his/her records, a student should submit a written request to the Office of Student Affairs or Finance Unit of the particular record(s), the student wishes to review. ADSM is not required to provide copies of records except in exceptional circumstances as deemed appropriate by the office holding these records.
- 7.2.1.2 To request amending information in the student's record, which the student deems inaccurate, misleading, or in violation of their confidentiality (this cannot be used to challenge a grade).
- 7.2.1.3 A student who wishes to request a modification of his/her records should write to the appropriate unit maintaining these records, as set in the *Student Records Policy*. The student must determine the specific sections requiring and specify why it should be changed. The unit will then determine the validity of the request, and if it is rejected, the student will be notified in writing and a justification will be provided. The student may request an appeal, as outlined in the *Student Appeals Policy* and *Student Grievances Policy*.
- 7.2.2. Violations to the Code of Conduct may be disclosed to parents of dependent students or sponsors.
- 7.2.3. The School reserves the right to disclose students' information without their written consent in cases affecting the student's health or in case of a change to the student's academic or administrative status, e.g. pending disciplinary proceeding, suspension, or expulsion.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 406 - Information Release Policy_v7.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: President	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Revised to stipulate how ADSM shall provide information about itself.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Career Services Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 315 – Internship Policy

ADSM P 417 – Academic Advising Policy

ADSM P 901 – Community Engagement Policy

Student Handbook

Faculty Handbook

Section 1 : Purpose

1.1 This Policy aims to ensure the availability of career services at ADSM, to assist students in career planning and finding appropriate employment, career development services, career testing, information, and counselling, interviewing and other employment skills, job placement and follow-up activities, are available to students beginning with their first enrolment.

Section 2 : Scope and applicability,

2.1. This policy applies to all employees, students, staff, and alumni.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM aims to provide a wide range of career opportunities for the students and employees to allow them to choose and develop their career paths, selecting majors, full-time employment, internships and including employees' registration for courses at ADSM.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

- 6.1. ADSM shall provide a wide range of career services to enrolled students, alumni and employees through the Office of Student Affairs.
- 6.2. The Office of Student Affairs shall appoint a Career Services Officer responsible for organizing career services at ADSM in collaboration with other units, as applicable.
- 6.3. The Office of Student Affairs shall assist, when required, individuals with any questions or concerns about career opportunities and perform following tasks:
 - 6.2.1 Offer programs with an aim to guide individuals in reaching out to their desired careers.
 - 6.2.2 Assist individuals in developing meaningful career goals to prepare them for life beyond ADSM.
 - 6.2.3 Prepare individuals for a smooth transition from studying to work and/or promotion through assistance with career planning, career services that enables them to progress in their careers, such as career counselling, interviewing skills and other employment skills.
 - 6.2.4 Provide professional development counseling and advice for individuals to have a competitive edge in the local job market.
 - 6.2.5 Provide information and advice for postgraduate programs.
- 6.4. Academic Advisors and the Academic Support Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.
- 6.5. The Director of Student Affairs shall manage overall career services process and proper career guidance, career path selection, employment guidance, internship, or student relevant matters.

Section 7: Procedures

- 7.1 The Career Services Officer shall:
 - 7.1.1 Work closely with employers to promote interaction with ADSM students and alumni.
 - 7.1.2 Organize corporate briefings and introduce emerging industries to ADSM students and alumni.
 - 7.1.3 Provide information on job opportunities, internships, and career resources.
 - 7.1.4 Organize internships as per the *Internship Policy* for undergraduate students.
 - 7.1.5 Organize career fairs/days.
- 7.2 The Office of Student Affairs shall include career-related activities within the Community Engagement plan, as per the *Community Engagement Policy*.

- 7.3 Students shall seek the assistance of their assigned Academic Advisor, as per the *Academic Advising Policy*. Students may after that request a meeting with another faculty member for industry specific advice via the Office of Student Affairs.
- 7.4 The Office of Student Affairs will contact the relevant faculty member to arrange a meeting.
- 7.5 In the case of alumni, the Director of Student Affairs will request a faculty member to act as an advisor based on their availability or provide direct career services to the individual.
- 7.6 Advisors shall keep records of their meetings with students and alumni and provide a copy to the Office of Student Affairs, when needed.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

- 7.1 Approval of this Policy cancels P 408 – Career Services Policy_v7.0.

Section 10: Review Statement

- 10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Activities Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 414 – Student Rights and Responsibilities Policy

ADSM P 429 – Student Representation Policy

ADSM P 431 – Student Council Policy

Student Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that ADSM provides a diverse, engaging and rewarding Campus life and learning experience for all students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM sponsored students' activities on and off Campus, involving registered students, and including exchange students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Student Club:** an interest-specific club of students who are permitted to be active on campus and sponsored by ADSM.
- 3.2 **Student Media and Publications:** any student-led digital or print production, this includes but is not limited to posters, newspapers, newsletters, webpages, blogs or bulletins.
- 3.3 **Student Field Trip:** a short supervised, educational outing where students visit locations outside the classroom to enhance their learning experience through real-world exposure to subjects relevant to their academic curriculum and extracurricular activities.
- 3.4 **Educational Excursions:** a longer, educational trip to distant or specialized locations, providing students with a broader and immersive learning experience. Educational excursions often involve an assignment

that allows students to gain practical exposure and critical thinking on real-life scenarios. This includes the International Learning Experiences organized for graduate students.

Section 4 : Policy Statement

- 4.1 ADSM strives to ensure that every registered undergraduate or graduate student (full time, part time or exchange) is entitled to organize and/or participate in activities that enrich their learning experience, both on and off campus. This includes student publications and media operated by students in addition to engaging and participating in field trips and excursions that extend their learning experience.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Office of Student Affairs oversees the organization of Student Clubs and student-led publications and media, with a focus on creating a diverse, engaging and rewarding Campus life.
- 6.2. The Office of Student Affairs supports the planning, execution, and supervision of student field trips and excursions, which focuses on adding value to their education and practical learning.
- 6.3. **Student Media and Publications:** ADSM encourages its students to write, edit and produce various forms of media and publications, subject to the following guidelines:
- 6.3.1. The content shall be respectful of UAE's tradition and norms.
- 6.3.2. The content of publications shall represent the academic and intellectual qualities of a university level student. The content shall comply with acceptable academic writing standards.
- 6.3.3. The content of the publications shall not maliciously attack any individual or group, nor attempt to incite defiance of, or disobedience to, any School policy or regulation.
- 6.3.4. All publications shall adhere to ADSM's *Code of Conduct Policy, Copyright and Intellectual Property Policy*, and the applicable UAE laws.
- 6.3.5. Each student publication shall obtain a faculty member endorsement before submitting the material to the Office of Student Affairs for approval. The endorsement by faculty indicates that the materials is in compliance with accepted academic writing standards.

- 6.3.6. The Office of Student Affairs is responsible for approving materials intended for publishing. The approval indicates that the materials satisfy all of the above principles.
- 6.4. **Student Clubs:** ADSM encourages its students to form and participate in Student Clubs. For a Student Club to be officially recognized it shall meet the following:
- 6.4.1. The Club's name reflects its purpose and activity, an assigned Chair and a Vice Chair.
 - 6.4.2. The Club's purpose and activities shall respect the traditions and norms of UAE and should not encourage or tolerate malicious attacks on any individual or group, incite defiance of, or disobedience to, any of ADSM's policies or regulations.
 - 6.4.3. The Club's activities adhere to ADSM's *Code of Conduct Policy* and any applicable UAE laws.
 - 6.4.4. The Club solicits the support of a faculty or staff member, as an advisor to guide its activities.
 - 6.4.5. The Club addresses a need that is not met by any other club.
 - 6.4.6. The Club includes three (3) registered members at least.
 - 6.4.7. The Club develops a plan of activities for the academic year in which it plans to operate.
 - 6.4.8. An advisor to a Student Club is a faculty or staff member who volunteers to provide his/her knowledge and expertise to develop and promote the Club's purpose, activities, and engagement.
- 6.5. **Student Field Trip and Educational Excursions:** ADSM encourages its students to participate in school field trips and excursions, subject to the following guidelines:
- 6.5.1. The proposed field trip must have clear objectives that align with the values of ADSM.
 - 6.5.2. Field trips must be accessible to all students, ensuring no one is excluded due to financial, physical, or social limitations, unless the trip is reserved for a unique subset of students.
 - 6.5.3. Adequate supervision by faculty, staff, or approved chaperones must be always provided. A general guideline is one (1) chaperone per ten (10) undergraduate students, and one (1) for twenty (20) graduate students.
 - 6.5.4. Written consent must be obtained from each student attending the trip, or from their parents or guardians if a student is below the age of 18.
 - 6.5.5. Students, faculty and/or staff are expected to adhere to the school's code of conduct during the trip as stipulated in *Code of Conduct Policy*.
 - 6.5.6. Students are responsible for notifying their instructors in advance if they will miss a class due to a field trip and must ensure they catch up on any missed material.

Section 7 : Procedures

- 7.1. **Student Media and Publications:** to produce a publication or media, students must:
- 7.1.1. Secure the support of a faculty or staff member to sponsor it.
 - 7.1.2. Submit full details to the Office of Student Affairs to obtain their approval to proceed prior to producing the publication or media.
- 7.2. **Student Clubs:** to form a club, other than the Student Council, students must:
- 7.2.1. Secure the sponsorship of a faculty or staff member.
 - 7.2.2. Submit the Club's full details to the Office of Student Affairs to obtain approval to form the Club.
- 7.3. **Student Field Trip and Educational Excursion:** to propose and conduct a trip, a faculty member must:
- 7.3.1. Prepare a proposal of the field trip, including the purpose, relevance, and itinerary of the trip. The proposal must mention the appointed faculty who will lead the trip and the proposed list of chaperones.
 - 7.3.2. Submit full details to the Dean's office and obtain their approval to proceed.
 - 7.3.3. Post-trip evaluations should be conducted to assess the success of the trip and gather feedback for future planning.
 - 7.3.4. Financial Matters
 - 7.3.4.1 Where applicable, a budget sheet must be submitted to provide the financial details of the trip, along with the proposal.
 - 7.3.4.2 Any costs associated with the trip, to be borne by students, shall be communicated to students and guardians.
- 7.4. The Student Council shall be formed in accordance with the *Student Council Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 410 - Student Activities Policy_v10.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Recommended on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	31/10/2019	Policy first approved
1	26/02/2020	Added procedures section
2	08/03/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Structure of Student Panel revised to establish a communication channel with Student Representatives.
5	07/03/2022	Policy reviewed to reference P 431 – Student Council Policy and include clear definitions for Student Groups and Students' Media and Publications.
6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed
8	13/12/2023	Reviewed for the provision of the undergraduate program.
9	23/09/2024	Student Groups renamed to be Student Clubs.
10	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Finance Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 112 – Setting of Holidays Policy

ADSM P 303 - Grade Approval and Change Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 402 – Transfer Admission Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 425 – Visiting Students Policy

ADSM P 306 – Undergraduate Completion Requirements Policy

ADSM P307 – Graduate Completion Requirements Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide transparent and clear guidelines for ADSM students regarding the application and administration of student fees and charges, including transfers and refunds fees.

Section 2 : Scope and applicability

2.1 This Policy applies to all students in any academic program offered at ADSM, including new students, currently enrolled and re-enrolling students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Course:** a course consists of several instructional activities over a prescribed period. It deals with a single subject and is commonly described by title, code, credits, and expected learning outcomes.
- 3.2 **Credit Hour:** a unit of measurement defining the student's overall effort towards attaining a qualification, it is used as a basis to measure the amount of engaged learning time expected of a typical student.
- 3.3 **Program:** a set of courses and other formally established learning experiences that lead to a qualification.
- 3.4 **Program Tuition Increase:** an increase in tuition for any academic program at ADSM that may occur without prior notice and is in effect from the date of the Board of Trustees' approval.

- 3.5 **Program Tuition:** refers to the fee paid by the student to ADSM for all courses. It is calculated by the Credit Hour fee multiplied by the number of Credit Hours in each academic program. The tuition for each academic program is detailed in Annexure 1 of this Policy.
- 3.6 **Sponsored Student:** refers to a student for whom fees and charges are paid by a third party.
- 3.7 **Withdrawal:** refers to notification from a student to withdraw from his/her program of study.
- 3.8 **Program Tuition Change:** Program Tuition shall remain unchanged once the student accepts and signs the “Accepting Admission to ADSM” form. However, the Program Tuition may change if the student does not complete the program’s requirements within the full-time maximum enrollment period, as stipulated in the *Student Enrollment Policy*. Other fees may change without prior notice.
- 3.9 **Administrative Suspension:** A status applied to students who have failed to meet their financial obligations to ADSM. During the period of administrative suspension, the student's access to ADSM systems, course registration, and other learning resources will be suspended until all outstanding financial obligations have been resolved in accordance with ADSM policies.
- 3.10 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students’ skills at the required *QF Emirates* level. ADSM offers Graduate and Undergraduate Bridging Courses, as detailed in the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*.
- 3.11 **Virtual Charter Schools:** an education option provided by Abu Dhabi-based expatriate students from lower income families developed by Abu Dhabi Department of Education and Knowledge (ADEK).

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with joining any of its programs and the students’ responsibilities when applying and registering at ADSM.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

6.1 Tuition and Fees:

- 6.1.1 **Tuition:** The fees charged by ADSM for enrollment in and completion of a specific academic program. Tuition fees cover the cost of academic instruction and delivery of courses required for the program

and do not include additional fees or charges, such as application fees, registration fees, textbooks, graduation fees, or other administrative charges, unless otherwise specified. Payment of tuition options are detailed in section 7.2 of this Policy, and the Accepting Admission to ADSM Form, once this form is signed, the student will be enrolled and given access to relevant ADSM learning resources.

- 6.1.2 **Application Fee:** a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Unit, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled in ADSM application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.
- 6.1.3 **Deposit Fee:** a non-refundable fee of AED 2,000 paid to secure a place on a program at ADSM. This amount is deducted from the total tuition. Students may defer their enrolment up to a year from the date their acceptance letter was issued.
- 6.1.4 **Reinstatement Fee:** Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. This results in ceasing access to course enrolment, course materials, viewing grades, using library, and other academic resources/services.
- 6.1.5 **Repeating Course(s) Fee:** Students who need to repeat courses due to failing, or to raise their CGPA to be above the minimum threshold of 3.0 on a scale of 4.0 for ADSM's graduate programs and 2.0 on a scale of 4.0 for the undergraduate program, or to achieve a higher merit, will be charged an additional fee as per the charges detailed in Annexure 1 of this Policy. This applies to students granted fully funded seats in the undergraduate program as stipulated in article 7.4.1.
- 6.1.6 **Visiting Students Fees:** Students from other institutions interested in taking course(s) at ADSM must apply. Successful applicants will be required to adhere to the fees in Annexure 1 of this Policy and the principles of the *Visiting Students Policy*.

Section 7 : Procedures

7.1. Payment of Fees:

7.1.1 Acceptable Payment types by the Finance Unit are as follows:

- 7.1.1.1 Cheques drawn on UAE located banks payable to "Abu Dhabi School of Management."
- 7.1.1.2 Bank drafts in AED payable to "Abu Dhabi School of Management."
- 7.1.1.3 Debit cards and major credit cards.

7.1.2 Direct Bank Transfers are acceptable to the following account details.

Bank name	First Abu Dhabi Bank, Main Branch, Abu Dhabi
Account name	Abu Dhabi School of Management
IBAN	AE070351011004624203001
Swift code	NBADAEEAAXXX
Account number	1011004624203001
Payment currency	UAE Dirham

7.1.2.1 ADSM shall not accept any cash payments from students for tuition or fees.

7.1.3 All bank charges associated with transfers are to be borne by the remitter.

7.1.4 Students / sponsors are required to send the confirmation of the swift remittance to the Finance Unit at accounts@adsm.ac.ae

7.2 **Tuition:** tuition for ADSM academic programs is set as follows:

Program	Tuition per Credit Hour*
Doctor of Business Administration (DBA)	4,300 AED
Master of Business Administration (MBA)	3,667 AED
Master of Science in Quality and Business Excellence (MSQBE)	3,667 AED
Master of Science in Leadership and Organizational Development (MSLOD)	3,667 AED
Master of Science in Business Analytics (MSBA)	3,056 AED
Bachelor of Science in Management (BScM)	1,464 AED

*Amounts are rounded for accounting purposes.

7.2.1 Payment Schedules: tuition payments at ADSM shall be scheduled in accordance with the Academic Calendar. ADSM's Academic Calendar is divided into two academic semesters (Fall, Spring) and one Summer session, as per the *Setting of Holidays Policy*.

7.2.2 Method of Payment: It is the students' responsibility to finalize pending payments as listed below:

7.2.2.1 DBA Students must pay tuition and any other due fees before enrolling in any Semester. If a student cannot pay the full Semester Tuition, he/she may pay the tuition in two installments equal to 100% of the Semester Tuition to enroll. In this case, the student must pay 50% of the Semester Tuition prior to the Semester start date and the remaining 50% by Week 8 of the semester. Students may obtain an installment plan for their Semester tuition, provided that the full Tuition is paid within a maximum duration of four (4) months. Students must sign the payment agreement, and the

installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from an authorized card monthly

7.2.2.2 MBA Students must pay the due Tuition before enrolling in any Course. Full-time students may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 months, exceeding this duration is determined on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from an authorized card monthly.

7.2.2.3 MS Students must pay due Tuition before enrolling in any Semester. If a student cannot pay the full-Semester Tuition, he/she will be eligible to pay in two installments equal to 100% of the Semester's tuition. This is subject to paying 50% of the Semester Tuition prior to the Semester start date and the remaining 50% to be paid by post-dated cheque within one month of the Semester's start date. Full-time students may opt for an installment plan, as follows:

7.2.2.3.1 MSBA students may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 to 18 months, depending on the pathway selected by the student in line with the *Thesis Policy*, exceeding this duration is determined on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the students' enrolment in courses and can be made by direct debit from the bank card each month.

7.2.2.3.2 MSLOD and MSQBE students may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 12 to 15 months depending on the pathway selected by the student in line with the *Thesis Policy*, exceeding this duration is determined on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by direct debit from the bank card each month.

7.2.2.4 BScM Students must pay tuition and any other due fees before enrolling in any Semester, please refer to Appendix 1 of this policy for the applicable fees. If a student cannot pay the full Semester Tuition, he/she may pay the tuition in two installments equal to 100% of the Semester Tuition to enroll. In this case, the student must pay 50% of the Semester Tuition prior to the Semester start

date and the remaining 50% before the mid-semester exams. Students may obtain an installment plan for their Semester tuition, provided that the full Tuition is paid within a maximum duration of four (4) months, exceeding this duration is determined on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal. Payments should commence prior to enrollment in courses and can be made by direct debit from an authorized card monthly.

7.2.3 Payment Installation Options: Tuition must be paid as stipulated below:

- **DBA Program:** the options are based on the total tuition due per academic semester.

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3* Payment in Installments - Semester	OPTION 4* Payment in Installments – Program
Doctor of Business Administration (DBA)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid by Week 8 of the semester.	Payment of Semester tuition to be made in monthly instalments, first instalment before the semester's start date and all due payments to be made within the given semester.	Payment of full program tuition to be made in monthly instalments, first instalment before the first semester's start date and all due payments to be made within 36 months.

*Students opting for Option 1 may be awarded an additional discount of up to 3%.

- **Master Programs:** the options are based on the program's total tuition as listed in article 7.2.

PROGRAM	OPTION 1 Payment in Full*	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. $= 110,000/30 = \text{AED } 3,667$	All payments must be made within 15 Months.
Master of Science Programs – MSQBE and MSLOD	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. $= 110,000/30 = \text{AED } 3,667$	All payments must be made within 12 to 15 Months
Master of Science Programs – MSBA	One payment of AED 110,000	Payments calculated based on 36 GPA Credit Hour. $= 110,000/36 = \text{AED } 3,056$	All payments must be made within 15 to 18 Months

*Students opting for Option 1 may be awarded an additional discount of up to 5%

- **Undergraduate Program:** the options are based on the total tuition due per academic semester. Any other applicable fees as per Appendix 1 must be paid in full.

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3 Payment in Installments
Bachelor of Science in Management (BScM)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date. ADSM has two regular semesters in any academic year and one intensive summer session.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid before mid-semester exams.	Payment of Semester tuition to be made in monthly instalments, provided first instalment is made before the semester start date and all due tuition for a given semester is made within this semester.

7.2.3.1 The Finance Unit may write off up to 20 AED from a student's outstanding fees for accounting purposes.

7.2.4 Payment Method for Sponsored Students / Scholarships:

- 7.2.4.1 ADSM recognizes that students may receive financial aid from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.
- 7.2.4.2 Students on sponsorship should produce a letter from the sponsor approving the student sponsorship at the time of registration with ADSM. Sponsored students should ensure the sponsors pay their fees as per section 7.2.2 of this Policy.
- 7.2.4.3 The Finance Unit will provide sponsors with invoices and transcripts after final grades are released for each term.
- 7.2.4.4 In case sponsors stop or suspend sponsorship, the Finance Unit must be formally notified. Pending financial dues must be cleared up by the student.
- 7.2.4.5 ADSM will not be responsible in cases where sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Procedure for Rejected Payments

- 7.3.1 The Finance Unit will deposit cheques no later than five (5) days from the due date.
- 7.3.2 In cases where the bank returns the cheques, the student account will be placed on administrative suspension. To remove the suspension, the student may have to pay AED 500 as a reinstatement fee.

7.3.3 In case of failure to deduct the monthly payment agreed upon due to insufficient balance or any other reason, the student accounts will be placed on administrative suspension, and the student may have to pay 500 AED to reactivate his account.

7.4. ADSM Tuition Scholarships

7.4.1 ADSM reserves the right to grant students discounts that are highly competitive.

7.4.1.1 Students are encouraged to apply for a scholarship when they enroll.

7.4.1.2 ADSM does not guarantee a positive outcome for any scholarship application.

7.4.1.3 Students can apply for one scholarship scheme only. Scholarships cannot be combined with any other discounts or other scholarships, except for discounts given for full payment of tuition fees.

7.4.1.4 Limited seats for each scholarship scheme will be identified before the recruitment starts for any intake. This will be in line with the approved budget.

7.4.2 ADSM may offer a limited number of fully funded seats for each intake. This will be in line with the approved budget and subject to a recommendation from the Scholarship Committee followed by the President's approval. The funding will be for the entire duration of the graduate program and renewed on a year-by-year basis for the Bachelor program. Student Affairs shall determine the continuation of the scholarship in coordination with the Dean.

7.4.2.1 Students must maintain a minimum GPA of 2.5 in each Academic Year to be considered for continuation in the following semester.

DBA Scholarship Schemes

7.4.3 **Merit Scholarship:** offered to applicants with exceptional academic records. For DBA students to apply, students must show evidence of achieving at least a master's CGPA of 3.75 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 20% off tuition.

7.4.3.1 For ADSM alumni the minimum CGPA for the Merit Scholarship may be reduced to 3.50.

7.4.4 **Excellence Scholarship:** offered to applicants with excellent academic records. For DBA students to apply, students must show evidence of achieving a master's CGPA between 3.50 to 3.74 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 15% off tuition.

7.4.4.1 For ADSM alumni the minimum CGPA for the Excellence Scholarship may be reduced to 3.30.

7.4.5 **Alumni Rewards:** offered to DBA applicants as per article 7.4.14 of this policy.

Master Programs and Undergraduate Program Scholarship Schemes

- 7.4.6 **Outstanding Scholarship:** offered to undergraduate applicants with outstanding academic records. Students would need to demonstrate evidence of achieving at least an average of 98% or above in their Secondary School Certificate and a minimum English grade of 95 in their High School Transcript. Successful students shall be eligible to have their tuition for the first Academic Year waived.
- 7.4.7 **Merit Scholarship:** offered to applicants with exceptional academic records. For graduate students to apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 5.5 or higher. Successful students are eligible to receive up to 30% off tuition. For undergraduate students, students would need to demonstrate evidence of achieving at least an average of 95% or above in their Secondary School Certificate and a minimum English grade of 85 in their High School Transcript. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Academic Year.
- 7.4.7.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 90% or above in their Secondary School Certificate and a minimum English grade of 85 in their High School Transcript. Successful students shall be eligible to receive up to 60% reduction in tuition for the first Academic Year.
- 7.4.8 **Excellence Scholarship:** offered to applicants with excellent academic records. For graduate students to apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 25% off tuition. For undergraduate students, students must demonstrate achieving at least an average of 90% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript. Successful students shall be eligible to receive up to 30% reduction in tuition for the first Academic Year.
- 7.4.8.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 80% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Academic Year.
- 7.4.9 **Good Standing Scholarships:** offered to undergraduate applicants with good academic records.

- 7.4.9.1 Students who demonstrate evidence of achieving at least an average of 85% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript shall be eligible to receive up to 20% reduction in tuition for the first Academic Year.
- 7.4.9.2 Students who demonstrate evidence of achieving at least an average of 75% or above in their Secondary School Certificate and a minimum English grade of 80 in their High School Transcript shall be eligible to receive up to 10% reduction in tuition for the first Academic Year.
- 7.4.10 **Teaching Assistant Scholarship:** Applicable for graduate students only. Applicants with an exceptional level of expertise in relevant areas may apply for teaching assistant scholarship. Successful candidates will receive up to 50% of tuition per term based on assistance with lab work, programming assignments, and/or research activities.
- 7.4.11 **Financial Aid:** Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence to demonstrate the need for financial aid and excellent academic credentials. Eligible graduate students may be granted up to 15% off their program tuition, and eligible undergraduate students may be granted up to 50% of the tuition for the entire program, providing that they maintain a good academic standing.
- 7.4.12 **Employee Scholarship:** Employees may apply for a scholarship in any of ADSM's academic programs. Approval is subject to a recommendation from the employee's Line Manager and final approval from the President. Eligible employees may be granted a scholarship covering between 50% and 100% of tuition fees, based on the following conditions:
- 7.4.12.1 For fully funded scholarships (100%), the employee may be assigned additional duties, which shall be documented by the employee's direct supervisor.
- 7.4.12.2 For fully funded scholarships (100%), if the employee resigns within two (2) years of completing the program, he/she shall reimburse ADSM 50% of the total tuition fee.
- 7.4.12.3 For partially funded scholarships, if the employee resigns within one (1) year of completing the program, he/she shall reimburse ADSM 25% of the total tuition fee.
- 7.4.12.4 ADSM reserves the right, at its sole discretion, to waive or modify any of the above conditions.
- 7.4.12.5 First-degree relatives of ADSM employees may be granted a scholarship of up to 50% of the total tuition fees, subject to a recommendation by the Scholarship Committee and a final approval from the President.

7.4.13 Corporate Discount: ADSM may enter into a corporate agreement with other entities by which special discounts are granted to applicants covered by such an agreement and as per the signed agreement's terms and conditions.

7.4.14 Remote Living and Working Discount: Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive, including the remote discount, may not exceed 30%. Students must apply for an additional discount and provide evidence of qualifying to receive it. The Scholarship Committee shall study the student request and either approve or deny the request.

7.4.15 Alumni Rewards: A 10% grant is available on tuition for students with at least one immediate family member who has graduated from an ADSM program. Immediate family members are defined as father, mother, siblings, or spouse. The following conditions must be met to avail Alumni Rewards:

7.4.15.1 Be self-funding.

7.4.15.2 Provide proper documentation.

7.4.15.3 Only one alumni reward can be awarded per student.

7.4.15.4 The application must be submitted prior to the start of the program.

7.4.15.5 Retrospective discounts are not applicable.

7.4.15.6 The Alumni Reward will be deducted from the tuition upon registration if the tuition is paid in advance or from the last installment as per the payment options detailed in this policy.

7.5 Community Education Scholarship: a merit-based and need-based scholarship designed for professionals working in the education sector in Abu Dhabi. The scholarship will be awarded to one outstanding candidate per cohort, covering full tuition costs for an eligible ADSM program. The scholarship will be maintained for the duration of the recipient's studies, provided they continue working in the education sector in the UAE and maintain academic excellence, subject to the following:

7.5.1 The applicant must have a minimum of three (3) years of experience working in the education sector within the UAE.

7.5.2 The applicant must demonstrate financial need, providing supporting documents as necessary.

7.5.3 The applicant must have a track record of meaningful contributions to the education sector, whether through their school, workplace, or broader community engagement.

7.5.4 The applicant must have a strong academic record, with a minimum undergraduate GPA of 3.0.

7.5.5 To maintain the scholarship, the recipient must remain employed in the education field in the UAE and sustain a GPA of 3.0 or above throughout the program.

7.6 Continuation of any scholarship granted on admission for undergraduate students is based on academic performance on a semester-by-semester basis, and subject to the following criteria:

Student's CGPA	Scholarship
2.80 – 2.99	15%
3.00 – 3.24	20%
3.25 – 3.49	30%
3.50 – 4.00	50%

7.6.1 Students may maintain the scholarship they obtained when joining until they apply for a continuation. This must be finalized within the ADD/Drop Period as defined in the *Student Enrollment Policy*, payment plans will then be adjusted accordingly.

7.6.2 Limited seats are available for each category in each semester in line with ADSM's approved budget.

7.6.3 The scholarship will be granted for one semester, it will not be renewed automatically, and students will have to apply for each semester they intend to enroll in.

7.7 Students who were not granted a scholarship on admission may apply for a scholarship as of their second semester, based on the criteria outlined in article 7.6.

7.8 Withdrawing from Program:

7.8.1 A student wishing to withdraw from ADSM must notify the Office of Student Affairs in writing.

7.8.2 A student who withdraws from the program without following the necessary procedures, including completing the appropriate forms, is financially responsible for the program's cost. Failure to do so will subject the student to penalties as well as possible legal recourse.

7.9 Refund of Tuition and Fees:

7.9.1 Tuition:

7.9.1.1 When applying for a refund, the student must complete the "Withdrawal Form" and submit it to the Office of Student Affairs.

7.9.1.2 Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.9.1.3 will result in counting full credit hours for courses.

7.9.1.3 A student will be eligible for a refund based on the following:

Period	Deductible Amount
During the Add/Drop period of the Semester	Application fee AED 500 + Nonrefundable deposit AED 2,000
By Week 8 of a Semester	Application fee AED 500 + 50% of the fees for registered courses
By Week 12 of a Semester	Application fee AED 500 + 100% of the fees for registered courses

7.9.1.4 The deductible amount shall be determined based on the scholarship percentage granted to the student at the time of enrollment in the program.

7.9.1.5 For students on an approved payment plan, all amounts paid prior to the withdrawal date shall be considered non-refundable. The payment plan will be discontinued effectively from the date of withdrawal.

7.9.2 Grade Appeal Fees:

7.9.2.1 Grade Appeal Fees listed in Annexure 1 of this Policy will be refunded to the student's account if the appeal was deemed successful by ADSM, as per the *Grade Approval and Change Policy*.

7.10 Transferred credits from other institutions.

7.10.1 Students from accredited institutions are eligible to transfer credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will be required to pay for courses taken at ADSM only.

7.10.2 The total number of courses to be undertaken by the students at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Unit about the decision.

7.11 Leave of Absence

7.11.1 Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.

7.11.2 Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not have a substantial impact on their study plans/finance.

7.12 Communication with Students

7.12.1 The Finance Unit will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.

7.12.2 Students should update their personal details/ mobile numbers to ensure accuracy in communication.

Information related to financial issues is important and can lead to the student being penalized.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Head of Finance shall monitor implementation and report violations.
- 8.3. Students:
 - 8.3.1. Understand the financial arrangements/options set by the Finance Unit regarding payment of fees.
 - 8.3.2. Check financial dues with the ADSM Finance Unit prior to the start of each term.
 - 8.3.3. Pay fees, as outlined in section 7.2 of this policy.
- 8.4. Finance Unit:
 - 8.4.1. Invoice, collect, and record all student payments.
 - 8.4.2. Inform the Office of Student Affairs of any students that have a nonpayment fee status.
- 8.5. The Office of Student Affairs:
 - 8.5.1. Provide Finance Unit, on as needed basis, with details of:
 - 8.5.1.1 Students who are newly accepted to ADSM as per ADSM's intake policy.
 - 8.5.1.2 Students who are instructed to repeat courses.
 - 8.5.1.3 Students who wish to withdraw from their program of study.
 - 8.5.1.4 Visiting students, as defined in the *Visiting Students Policy*.
 - 8.5.2. Issue warning notifications to students in breach of the Policy.
 - 8.5.3. Advise students of the consequences they would face in case of non- adherence to this policy.
 - 8.5.4. Place students on administrative suspension.
- 8.6. Student Recruitment:
 - 8.6.1. Guide prospective students on ADSM application process and inform them of fee structure.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 411 - Student Finance Policy_v20.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Head of Finance	<i>Nashid Kunnummal</i>
Approved by: Executive Committee	Reviewed and Approved on 08/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2021	MBA Program tuition credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).
2	02/08/2021	Clarified Student Payment & classified payments per Program (article 7.2.1). Employees Scholarship & Corporate Discount (articles 7.4.5 & 7.4.6).
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/02/2022	Article 6.1.2 and Annexure 1 amended
5	07/03/2022	ADSM ceased accepting cash payments for any fees (article 7.1.21) and the refund of Grade Appeal Fees is added in article 7.6.2
6	04/07/2022	Review Statement updated.
7	18/10/2022	Scholarship schemes enhanced in Article 7.4. Fees for Bridging Courses and the Remedial Program added in Annexure 1.
8	15/12/2022	New scholarship added, Remote Living and working Discount (article 7.4.8)
9	15/11/2023	Policy updated to include provision of an undergraduate program.
10	16/01/2024	Tuition for the MBA and BScM program reduced.
11	03/05/2024	Tuition for the BScM program reduces and its scholarship schemes revised.
12	23/09/2024	Scholarship schemes were revised and Policy Owner changed to be the Finance Operations and Procurement Manager.
13	09/10/2024	Criteria for scholarship continuation for BScM students clarified in Article 7.5



14	07/01/2025	Amended in accordance with Ministerial Decree 19 for the Year 2024.
15	08/05/2025	English language requirement for scholarships amended based on Ministerial Decree (19) for the Year 2024. Remedial Program fees removed.
16	25/06/2025	Revision of the scholarship duration and the continuation of scholarships for UG students. Adding the CMI membership fees. Revision of the fees for repeating courses. Revision of the continuation of Financial Aid scholarships for UG students.
17	15/09/2025	Graduation Ceremony fee increased to 850 AED, and Attestation Fee added.
18	07/11/2025	Withdrawal fees and employees' scholarship scheme revised; owner changed to Head of Finance.
19	27/03/2026	Tuition and fee structure for the DBA program added.
20	08/09/2026	Graduation fee amended, payment plans were amended in line with the Non-thesis pathway option, scholarships for employee relatives added.

Next scheduled review: 08/09/2027

Annexure 1- Student Tuition and Related Fees

Please check ADSM's website for the latest updates of fees (<http://adsm.ac.ae/tuition-financial-aid/>)

Fee Type	Fee Amount (AED)
Graduate Application Fee – Nonrefundable*	500
Undergraduate Application Fee – Nonrefundable*	300
Undergraduate Registration Fee – Nonrefundable*	500
Non-refundable Deposit - to be deducted from the total tuition	2,000
Bridging Courses	Free
Tuition	
1. Doctor of Business Administration (DBA) – 57 CH	4,300 per CH
2. Master of Business Administration (MBA) – 30 CH	3,667 per CH
3. Master of Science in Quality & Business Excellence (MSQBE) – 30 CH	3,667 Per CH
4. Master of Science in Leadership and Organizational Development (MSLOD) – 30 CH	3,667 per CH
5. Master of Science in Business Analytics (MSBA) – 36 CH	3,056 per Ch
6. Bachelor of Science in Management (BScM) – 123 CH	1,464 per Ch
Academic English Course (ACE 101)	4,000
Academic English Course (ACE 6001)	3,000
CMI Membership for Graduate Students	1,800
CMI Membership for Undergraduate Students	1,500
Late Registration/Payment*	500
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	1,000
Attestation Fee	100
International summer program	To be determined
Library Fee – Undergraduate program applicable for each regular semester	100
Technology Fee – Undergraduate program applicable for each regular semester	200
Repeated course (per one credit hour) – MBA	1,500
Repeated course (per one credit hour) – MSQBE & MSLOD	1,500
Repeated course (per one credit hour) – MSBA	1,500
Repeated course (per one credit hour) – BScM	600
Visiting student (per one credit hour) for undergraduate programs	2,000
Visiting student (per one credit hour) for all graduate programs	4,500
Withdrawal Fee	Section 7.8

*The above fees are subject to VAT 5% and are considered non-refundable

END OF DOCUMENT

Policy Name : Student Disciplinary Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 115 – Code of Conduct Policy

ADSM P 414 – Students Rights and Responsibilities Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 405 – Student Records Policy

ADSM P 420 – Student Grievances Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to govern the handling of students' misconduct at ADSM, it provides a transparent and fair process by which students who have committed a misconduct and/or violated ADSM's policies and procedures shall be disciplined.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enrolled in Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.

3.2 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.

3.3 **Grievance:** any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.

3.4 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct and based on the work of a Disciplinary Committee.

- 3.5 **Misconduct:** unacceptable or improper behavior.
- 3.6 **Student Disciplinary Committee:** an ad-hoc committee formed by the President, chaired by the Director of Student Affairs, and comprises the relevant Program Chair and at least two (2) other members of ADSM's Community as deemed appropriate by the President. The Committee is tasked with investigating students' Misconduct and recommending Disciplinary Action(s) to the President. The Director of Student Affairs shall keep records of the Committee's work.

Section 4 : Policy Statement

- 4.1 ADSM strives to set policies and procedures to provide its community with a safe, equitable and orderly environment, and requires each member of that community to behave responsibly and ethically in compliance with ADSM's policies and procedures.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM has defined a set of expectations for all members of its Community via a comprehensive set of policies and procedures and shall ensure that these policies and procedures are accessible to all Community members, thus, ADSM requires all students to meet these expectations.
- 6.2. ADSM requires all students to respect its Community, both in and out of the classroom, and expects all students to contribute to the development of ADSM as a positive living and learning environment in accordance with the *Code of Conduct Policy* and *Students Rights and Responsibilities Policy*.
- 6.3. ADSM strives to be a good neighbor to the surrounding community and requires its students to observe the same standards and expectations whether they are on or off campus.
- 6.4. ADSM requires all students to be informed about, and familiar with the applicable policies and procedures, and to seek the help of faculty and staff in understanding their implications and applicability.
- 6.5. Violations of ADSM's policies and procedures, and/or UAE's local and federal laws and regulations, shall be considered Misconducts, thus they may mandate the formation of a Disciplinary Committee, and may result in subsequent disciplinary action(s).
- 6.5.1. Violations of Academic Integrity shall invoke the application of ADSM's *Academic Integrity Policy*.

- 6.6. The Student Disciplinary Committee shall investigate students' Misconduct, The Committee may call members of ADSM Community to appear in front of the Committee, and shall conduct a comprehensive and fair investigation, prior to submitting its recommendation to the President for a final decision.
- 6.7. The Director of Student Affairs shall maintain records of the Committee's work and shall update students' records in accordance with the *Student Records Policy*.
- 6.8. Disciplinary Action(s) imposed on students who commit Misconducts shall be appropriate in severity and impact to the Misconduct committed.
- 6.9. Disciplinary Actions may include, but not limited to, the following:
 - 6.9.1. Attendance of mandatory seminars or workshops.
 - 6.9.2. Temporary or permanent loss of privileges.
 - 6.9.3. Fines.
 - 6.9.4. Counseling and/or medical or psychiatric evaluation.
 - 6.9.5. Suspension (temporal cease of enrollment).
 - 6.9.6. Expulsion (permanent cease of enrollment).
- 6.10. Imposing any of the actions listed in 6.7 does not prevent ADSM right to:
 - 6.10.1. Demand remuneration for damages.
 - 6.10.2. Demand community restitution.
 - 6.10.3. Pursuing legal action.
- 6.11. Students have the right to appeal Disciplinary Actions taken against them; the appeals process is governed by the *Student Grievance Policy*.

Section 7 : Procedures

- 7.1. Alleged student Misconduct shall be reported to the Office of Student Affairs or to the Dean's Office by any member of ADSM's Community who witnessed or acquired knowledge of the Misconduct within two (2) working days of the alleged Misconduct occurring.
- 7.2. Within five (5) working days of the alleged Misconduct being filed, the following steps must be taken:
 - 7.2.1. The President's Office is notified to form a Student Disciplinary Committee. The President's Office may assume responsibility for handling the case to safeguard impartiality and avoid any potential conflict of interest.

7.2.2. The Committee shall meet and investigate the alleged Misconduct to make an informed recommendation to the President.

7.2.2.1 The Committee shall collect supporting evidence and information that may support the investigation of the alleged violation.

7.2.2.2 The Committee may interview students or other parties to investigate the case. Students have the right to be accompanied by a support person during the interview, provided that the Committee is notified in advance.

7.3. The Student Disciplinary Committee shall issue a written recommendation to the President detailing the concerned student, the Misconduct committed, results of the investigation, and recommended Disciplinary Action(s), if any, along with any supporting evidence within five (5) working days of the first meeting taking place.

7.4. The President reserves the right to approve the Committee's recommendation, amend the recommendation, or request revaluation of the case.

7.5. The Director of Student Affairs shall issue a formal letter to the students concerned detailing the Misconduct, and the Disciplinary Action(s) based on the President's final decision within two (2) working days of receiving the President's decision.

7.6. The Director of Student Affairs shall ensure that all concerned parties internally and externally are informed of the final decision.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 412 - Student Disciplinary Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	29/09/2025	Annual review completed.
8	07/11/2025	Review statement amended, process amended to add conflict of interest statement and the right for students to get support during hearings.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : **Student Rights and Responsibilities Policy**

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 115 – Code of Conduct Policy
ADSM P 410 – Student Activities Policy
ADSM P 411 – Student Finance Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 429 – Student Representation Policy
ADSM P 431 – Student Council Policy
Student Handbook
Catalog

Section 1 : **Purpose**

1.1 The purpose of this Policy is to clearly and justly outline students' rights and responsibilities at ADSM, to ensure that ADSM students are empowered and protected by appropriate policies and procedures.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all ADSM's students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Student Rights:** guidelines that prescribe and regulate a student's behavior and conduct at ADSM with a focus on ensuring that all students have fair access to education and facilities, are entitled to participate in activities and governance, while safeguarding their privacy.

3.2 **Student Responsibilities:** ADSM's expectations of its student while enrolled in any of its programs.

3.3 Code of Conduct: A set of rules governing an individual's behavior as set in the *Code of Conduct Policy*.

Section 4 : Policy Statement

4.1 ADSM strives to clearly define the rights and responsibilities of its students as members of its community. It aims to outline what ADSM expects from its students, and what they can expect from ADSM.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall ensure that a comprehensive set of policies that govern Students Rights and Responsibilities is developed, approved, regularly updated, and appropriately disseminated.

6.2. The Office of Student Affairs shall act as an advocate for Student Rights and provide guidance on procedures, if needed.

6.3. Student Rights

6.3.1. To be provided with a safe and healthy environment to learn and prosper, in which they are free of discrimination, treated equally and can freely express their ideas.

6.3.2. To have the opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level.

6.3.3. To have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services.

6.3.4. To organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the *Student Activities Policy*.

6.3.5. To be guaranteed confidentiality and privacy in relation to their records, and for the information in their records to be shared in line with applicable policies and laws.

6.3.6. To have the right to appeal or raise a grievance, then receive fair and just treatment when processing their appeals and/or grievances. This shall include academic and non-academic matters.

6.3.7. To have access to their records and to be provided with accurate information regarding their academic standing and progression.

6.3.8. To have access to student services via the Office of Student Affairs in line with relevant policies. This shall be detailed in the Student Handbook and includes, but is not limited to, health services, career services and counseling.

6.4. Student Responsibilities

- 6.4.1. To abide by ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.
- 6.4.2. To adhere to ADSM's academic integrity rules as outlined in the *Academic Integrity Policy*.
- 6.4.3. To self-enroll in courses offered to his/her section in line with the approved study plan and within the determined add/drop period, as outlined in the *Student Enrollment Policy*.
- 6.4.4. To keep informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog.
- 6.4.5. To know the requirements of his/her program of study to meet them and to seek guidance when needed from the Office of Student Affairs.

Section 7 : Procedures

- 7.1. The Office of Student shall ensure that students are informed about their rights and responsibilities by:
 - 7.1.1. Clearly outlining Students' Rights and Responsibilities in the Student Handbook.
 - 7.1.2. Ensure that students have access to the up-to-date and approved versions of related policies via the LMS or as appendices to the Student Handbook and Catalog.
- 7.2. Students' violations of the *Code of Conduct Policy* shall be handled as per the *Student Disciplinary Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 414 - Student Rights and Responsibilities Policy_v7.0.

Section 10 : Review Statement

- 10.1. 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in

applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Students Rights and Responsibilities Clearly defined in Section 6
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Student Counselling Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 405 – Student Records Policy

ADSM P 406 – Information Release Policy

ADSM P 408 – Career Services Policy

ADSM P 417 – Academic Advising Policy

ADSM P 219 – Confidentiality Policy

ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline relevant student counselling services provided for students at ADSM.

Section 2 : Scope and applicability

2.1 This policy applies to all full-time students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Mental Health:** the emotional, psychological, and social wellbeing of an individual. The level of someone's mental health can affect his/her ability to handle interpersonal relations, cope with stressful situations, and influence other areas such as productivity, motivation, and self-esteem.
- 3.2 **Counsellor:** A qualified individual who supports students by providing services to maintain good mental health. Services include personal counselling, workshops, as well as activities which improves the overall wellness of all students.
- 3.3 **Key Unit:** ADSM members which facilitate a specific area of support for the students. The Key Units include the Academic Affairs (Leadership and Faculty), Academic Support Center, Health and Safety Officer, and Student Affairs.

- 3.4 **Academic Accommodation:** a modification or adjustment to the learning environment or assessments that supports students with specific needs, ensuring they have equal access to educational opportunities without changing course requirements.
- 3.5 **Academic Stress:** The overwhelming pressure students may feel to meet the academic demands of their studies and to excel, which may lead to significant stress, anxiety, or physical illness.
- 3.6 **Stress:** The body's reaction to demands or pressures, which can be academic, social, or personal. Stress can lead to physical and emotional symptoms like fatigue, irritability, and difficulty concentrating.
- 3.7 **Anxiety:** Persistent and excessive worry or fear about situations or outcomes, which can interfere with daily activities. It may involve physical symptoms like rapid heartbeat, sweating, and restlessness.

Section 4 : Policy Statement

- 4.1 ADSM aims to provide a healthy and safe environment for its students to support their wellbeing and enable them to achieve their educational goals to ultimately advance the School's mission in creating an enriching and rewarding environment.

Section 5 : Exclusions

- 5.1 None.

Section 6 : Principles

- 6.1 ADSM shall facilitate access to qualified and experienced Counsellors to provide professional personal counselling services to its students.
- 6.2 Counsellors shall support with students to address any Mental Health issues they may face including but not limited to difficulties in adjusting to university life, Anxiety, distress, and any other emotional issues.
- 6.3 The counsellors provide support and intervention for these issues through Individual Counselling, Group Sessions, Workshops and Programs, Referrals, Crisis Intervention, and Evaluation for Academic Accommodation.
- 6.4 The Office of Student Affairs shall ensure that students are able to book appointments with Counsellors by providing a platform for booking schedules and informing students of the booking process.
- 6.5 The Counsellor cannot conduct intensive therapy to students with mental disorders that is diagnosed as clinically severe.

- 6.6 The Counsellor does not have the capacity nor permission to assign clinical diagnosis of students.
- 6.7 All interactions between Counsellors and students including but not limited to meeting logs are handled according to the principles of the *Student Records Policy* and *Information Release Policy* and *Confidentiality Policy*.
- 6.8 In specific cases and as advised by Counsellors, ADSM may recommend students access professionally qualified counsellors for personal counselling services by contacting Abu Dhabi Health Services Company (SEHA). Email (care@seha.ae) or phone (800 50).
- 6.9 ADSM provides educational counselling/advice for its students as per the *Academic Advising Policy*.
- 6.10 ADSM provides career counselling to students as per the *Career Services Policy*.
- 6.11 Counsellors may collaborate or consult with other key units within ADSM but is not responsible for, nor will it make decisions regarding, admissions, disciplinary actions, curriculum matters, or other administrative decisions involving a student.

Section 7 : Procedures

- 7.1 At the start of each semester, the Office of Student Affairs shall announce the Counsellors availability schedule for all students. The schedule shall be published on the Website as well.
 - 7.1.1 The schedule must be accommodating and meets the students' needs.
 - 7.1.2 The schedule must contain contact information to allow students to book appointments privately.
 - 7.1.3 Counsellors must maintain a log of all meetings and notify the Office of Student Affairs of any issues (e.g. a student missing multiple appointments).
 - 7.1.4 Counsellors may recommend a student to contact SEHA (or other health care providers) by email or phone to book appointments and counseling services with a licensed practitioner.
 - 7.1.5 Students may also be referred by the faculty, the student affairs, or by the academic support members.
 - 7.1.6 Faculty or staff must endorse the referral to the student and notify them if a referral was made.
- 7.2 Students will be counselled by their Academic Advisors on the best suited courses for their program and other academic-related inquiry.
- 7.3 Students are given professional academic counseling by designated professional academic faculty if and when they are not able to maintain good academic standing.

7.4 Group Sessions: moderated group session to address common issues and provide peer support.

- 7.4.1 Group sessions must be documented in writing, informing the date, venue, and attendees. Data on the group session must comply with the *Student Records Policy* and conduct practices necessary to maintain confidentiality of the participants.
- 7.4.2 The counsellor must send individual and confidential invitations to students
- 7.4.3 The counsellor must obtain written or documented consent from the students to participate in group sessions.
- 7.4.4 The counsellor must ensure confidentiality and inform the students of their role in maintaining anonymity of the attendees.
- 7.4.5 The counsellor must facilitate the sessions, ensuring safety, and that students are well-informed of the scope and procedures of the sessions.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and keep a record of violations.

Section 9 : Cancellations

- 9.1 Approval of this policy cancels P 415 - Student Counselling Policy_v7.0.

Section 10: Review Statement

- 10.1 ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Definitions expanded, Principles and Procedures updated. Linked to P 219 – Confidentiality Policy.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Health Services Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 107 – Occupational Environment Health and Safety Policy
ADSM P 205 – Employment Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that on-campus health services are available to all students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Health Services**: services available on campus, include general diagnostic medicine with referral services.
3.2 **HAAD**: Health Authority – Abu Dhabi.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every student is provided with Health Services while on campus and has access to an equipped clinic.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM requires all students, faculty and staff to adhere to the stipulations of the *Occupational Environment Health and Safety Policy*.
6.2. ADSM shall establish a First Aid Room on Campus that shall be:
6.2.1. Available during operational hours that fit ADSM's academic schedule.

- 6.2.2. Available for students, faculty and staff.
- 6.2.3. Licensed by the relevant authorities.
- 6.2.4. Managed by a HAAD registered nurse who shall maintain up-to-date and approved medical records and incident reports.
- 6.2.5. Clean and hygienic.
- 6.2.6. Includes an isolation room as required by relevant authorities to handle infectious cases, such as COVID-19 cases.
- 6.3. Medical records of students and incident reports are private and confidential.
- 6.4. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.
- 6.5. Faculty and staff are provided with medical insurance in accordance with the *Employment Policy*.
- 6.6. All students must have a valid medical insurance while studying at the ADSM as follows:
 - 6.6.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:
 - 6.6.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.
 - 6.6.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III. They may upgrade to Category II by providing a "To Whom it May Concern Letter" from the Office of Student Affairs.
 - 6.6.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.
 - 6.6.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.
 - 6.6.4. Expatriate students whose residency is sponsored by the employer must obtain their medical insurance through their employer.

Section 7 : Procedures

- 7.1. Students may visit the First Aid Room anytime during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.
- 7.2. Faculty and staff may visit the First Aid Room any time during its operation hours for urgent attention.
- 7.3. The nurse will attend to each visitor in order of arrival unless a later visitor requires urgent attention.
- 7.4. The nurse shall follow the applicable procedures of relevant health authorities in reporting medical cases, such as a suspected COVID-19 case.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 416 – Health Services Policy_v7.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	03/01/2022	P 107 and P 205 referenced in articles 6.1 and 6.5
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Academic Advising Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 402 – Transfer Admissions Policy

ADSM P 408 – Career Services Policy

ESG 2015 Standards – 1.6 Learning Resources and Student Support

Section 1 : Purpose

- 1.1 This Policy aims to define a general framework for Academic Advising at ADSM, and to ensure that all students have access to timely and proper Academic Advising.

Section 2 : Scope and applicability

- 2.1 This policy applies to all enrolled students and to employees and units delegated to provide academic or administrative advice in ADSM programs.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Advice:** Individual attention provided to students to improve their academic performance. Academic advice may cover administrative, general or specialist academic advice.
- 3.2 **Academic Advisor:** a faculty member assigned to provide students with Academic Advice.
- 3.3 **At Risk Students:** at-risk students include, but not limited to, students who were issued warning letters or placed under academic probation. This may include students with borderline CGPAs.
- 3.4 **Good Standing:** Satisfactory progress towards graduation.
- 3.5 **Returning Students:** a student who was suspended, dismissed or withdrawn from his/her program of study and has received an approval from the Academic Dean or Associate Dean of Undergraduate Programs to resume his/her studies.
- 3.6 **Transfer Student:** a student who transferred credits to ADSM, as set in the *Transfer Admissions Policy*.

Section 4 : Policy Statement

- 4.1 ADSM considers Academic Advising a vital aspect of students' learning experience. As it contributes towards achieving academic progress and is a responsibility shared between students and their Advisors.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM shall assign an Academic Advisor to every student at the time of enrollment. Students are recommended to arrange meetings with their assigned Advisors at least once every term/semester to ensure achieving satisfactory and timely progress towards completing their program of study.
- 6.2. Academic advisors' Responsibilities:
- 6.2.1. Provide sufficient information on the academic requirements to complete the program of study.
 - 6.2.2. Recommending a suitable workload to students based on their abilities, circumstances and progress.
 - 6.2.3. Monitoring student progress towards graduation. This includes:
 - 6.2.3.1. Explaining academic policies and procedures.
 - 6.2.3.2. Recommending a study plan to enable a timely completion of the students' program of study.
 - 6.2.4. Support students to maintain a Good Standing:
 - 6.2.4.1. Identifying issues impacting student academic performance.
 - 6.2.4.2. Guiding students to utilize on-campus resources and support services, as made available.
 - 6.2.5. Providing career and progression advise, including:
 - 6.2.5.1. Supporting students in selecting a suitable HEI to progress into postgraduate studies.
 - 6.2.5.2. Providing career support in line with the *Career Services Policy*.
- 6.3. Students' Responsibilities:
- 6.3.1. Be aware of and familiar with ADSM's policies, program requirements, and their rights and responsibilities as ADSM students.
 - 6.3.2. Seeking the advice of their assigned Academic Advisor on academic matters.
 - 6.3.3. Request their Academic Advisor's guidance on seeking advice from other individuals.
 - 6.3.4. Meeting frequently with their Academic Advisor to discuss their progress and/or other matters.
 - 6.3.5. To be aware of and responsible for decisions that affect their progress.

6.4. Students are allocated an academic advisor by the Director of Academic Programs, who shall determine the ratio of Academic Advisors to students in collaboration with the Academic Dean and Associate Dean of Undergraduate Programs.

6.4.1 Students who change majors may be assigned a different Academic Advisor.

6.4.2 'At risk' students may be allocated an additional Academic Advisor and be required to take part in special academic support sessions.

6.4.3 Transfer Students shall be assigned an Academic Advisor.

Section 7 : Procedures

7.1. **Assigning Academic Advisors:** The Academic Dean shall assign Advisors as follows:

7.1.1. No later than the end of the fourth week of each regular term/semester, in which an intake was accepted, the Office of Student Affairs shall provide the Academic Dean with a list of students to be assigned an Academic Advisor.

7.1.2. No later than the end of the sixth week of each regular term/semester the Academic Deans shall notify the Office of Student Affairs of the Advisor assigned to each student.

7.1.3. A maximum of fifty (50) students from graduate and/or undergraduate programs may be assigned to a single Academic Advisor.

7.2. The Office of Student Affairs will announce the assigned Academic Advisors to students and update the Student Information System (SIS) accordingly.

7.3. Academic Advisors must announce available advising hours to students under their supervision.

7.4. Students may schedule meetings with their Academic Advisors via the Learning Management System (LMS). These meetings shall be utilized to discuss progress, review study plans, etc....

7.5. The Academic Dean shall complete a Critical Self-Evaluation Report (CSER) for Academic Advising at the conclusion of each academic year. This should include time-bound improvement actions that will be added to ADSM's Quality Improvement Action Plan for the next academic year.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 417 - Academic Advising Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	A maximum number of Advisees for each Academic Advisor is set and a CSER is mandated for each academic year.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	General review and Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for HEIs referenced.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Academic Integrity Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
 ESG 2015 Standards – 1.1 Policy for Quality Assurance
 ADSM P 301 – Grading and Assessment Policy
 ADSM P 412 – Student Disciplinary Policy
 ADSM P 419 – Student Appeals Policy

Section 1 : Purpose

1.1 This Policy aims to provide ADSM students, faculty and all relevant units with a clear framework for applying academic integrity standards at ADSM. It aims to specify the possible ramifications of any academic integrity violation. The Policy sets ADSM's academic integrity principles and procedures, including those related to violations of academic integrity.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all students, faculty and staff at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity**: is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **Academic Integrity Committee**: an ad-hoc committee formed by the Academic Dean and comprises two faculties and one staff to investigate students' violations of academic integrity and report findings.
- 3.3 **Complicity**: assisting or attempting to assist other people in committing Academic Integrity violations.

- 3.4 **Cheating:** Claim, use or attempt to claim or use material created by others as own work in academic submissions such as assignments, reports, presentations, projects.
- 3.5 **Fabrication:** Making up false information for use in academic or research submissions.
- 3.6 **Fabricating Signatures:** forging signatures on official documents, including forms.
- 3.7 **Honor Pledge:** a short statement confirming students' full compliance with ADSM's Academic Integrity: "I verify that I have received a copy of the ADSM's Academic Integrity Policy and hereby pledge to fully comply with its principles."
- 3.8 **Inappropriate Proxy:** writing and submitting an academic assignment, project, report, presentation, etc. on behalf of another individual.
- 3.9 **Plagiarism:** an act of fraud, it involves both stealing someone else's work and lying about it afterward. In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc. (Reference to www.plagiarism.org)
- 3.10 **Violation:** in relation to Academic Integrity, a Violation is defined as a breach to any of the principles set forth in this policy, including, but not limited to, cheating, complicity, fabrication, fabricating signatures, inappropriate proxy, and plagiarism.
- 3.11 **Similarity percentage:** a percentage of similarity of a student's submitted work based on the output of the Plagiarism detection software report by the Turnitin software.
- 3.12 **Plagiarism Violation:** Any copied work that is not appropriately cited or referenced. The similarity percentage alone does not establish plagiarism, as similarities may result from commonly used words, references, assessment questions, or properly identified sources. The similarity report must be reviewed to determine whether a plagiarism violation has occurred.
- 3.13 **Unauthorized Examination Material:** Any digital device, written material, printed reference, communication device, AI-enabled device, wearable technology, or other item not expressly permitted for use during a closed-book examination.
- 3.14 **Exam and Assessment Rules:** The rules and procedures governing the conduct of examinations and assessments, including student responsibilities, permitted materials and equipment, examination procedures, attendance and submission requirements, academic integrity, and measures to ensure fairness, security, and the proper administration of paper-based examinations.

Section 4 : Policy Statement

- 4.1 ADSM strives to apply and maintain the highest level of Academic Integrity. Any violation of these standards (e.g. Plagiarism, cheating, fabrication) as set forth in this Policy will not be tolerated and will have serious consequences. It is the collective responsibility of all ADSM's community members to ensure strict adherence to Academic Integrity, including reporting any violations.
- 4.2 ADSM believes that its faculty are quality improvement partners including in assuring Academic Integrity.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM is a business management undergraduate and graduate school that aims to prepare and develop graduates who are leaders in their area of specialty.
- 6.2. The policy serves as foundation to ADSM's Academic Integrity Committee in reviewing any violations by the student or for further review of decisions previously imposed on the students for academic integrity violations in the course of an appeal of initial decision(s).
- 6.3. Employees are required to understand the policy as they are required to assist the School in assurance, enforcement and prevention of complicity with the students.
- 6.4. ADSM will ensure that all admitted students have access to the *Academic Integrity Policy*.
- 6.5. Faculty are required to impose the use and application of the Honor Pledge.
- 6.6. ADSM has a responsibility to train students to ensure that they are familiar with detailed components of its academic integrity policy.
- 6.7. The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy.
- 6.8. Students are responsible for understanding and adhering to academic integrity principles.
- 6.9. The *Academic Integrity Policy* will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.
- 6.10. ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism. Faculty will follow the principles of the *Grading and Assessment Policy* in this regard.

- 6.11. ADSM encourages its students to optimize advent technology as part of their learning experience. This shall be done while upholding academic integrity principles.
- 6.11.1. Artificial intelligence software (e.g. ChatGPT) may be used to support learning, while adhering to academic integrity principles.
- 6.11.2. ADSM shall, at the same time, utilize tools and resources (e.g. AI detection feature in Turnitin) to indicate the possible use of AI software use in the student's assessment. However, an AI-detection score alone is not sufficient evidence of academic misconduct.
- 6.12. Students who violate academic integrity are subject to disciplinary actions that may include specific penalties, as detailed in this policy. Students have the right to appeal these actions. The appeals process is governed by the *Student Appeals Policy*.
- 6.13. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.
- 6.14. Students who have been found guilty of one violation with a penalty will have increasing penalties in future violations.
- 6.15. During paper-based closed-book examinations, students shall only possess: A valid ADSM Student Identification Card, Pens or pencils required for the examination; and an approved calculator where explicitly permitted by the course instructor.
- 6.16. Any other materials, including books, handwritten notes, printed reference materials, mobile phones, smart watches, tablets, laptops, AI-enabled devices, earphones, or any electronic communication or storage devices, are prohibited unless specifically authorized and will be considered Unauthorized Examination Materials.
- 6.17. The possession, access to, attempted use, or use of any Unauthorized Examination Materials or digital device during a closed-book examination shall constitute a suspected Academic Integrity violation, a breach of the Exam and Assessment Rules, and may be considered cheating.

Section 7 : Procedures

- 7.1 ADSM shall train students in adhering to the principles of Academic Integrity, as follows:
- 7.1.1 Reminding the students before an assessment cycle.
- 7.1.2 Reminding the students before the start of an assessment paper.

- 7.1.3 Developing appropriate Exam and Assessment Rules.
- 7.1.4 Providing Academic Integrity training before the start of the Individual Consultancy Thesis.
- 7.1.5 Reminding students that it is their responsibility to check their work for plagiarism and ensure that there is no academic integrity violation before making their final submission on the LMS.
 - 7.1.5.1 Students may make several submissions of their work in the LMS prior to the final submission to ensure that their work is free of plagiarism or other academy integrity violations.
 - 7.1.5.2 Students cannot submit work after the due date for the assessment, and the percentage detected on the due date will stand.
- 7.2 Procedure to report and investigate violations resulting from Plagiarism and Fabrication:
 - 7.2.1 A faculty member is required to analyze the similarity report of each student assessment. If a faculty member detects a possible academic integrity violation, he/she shall arrange a meeting with the student to discuss it.
 - 7.2.2 Independent of the similarity report within Turnitin Match Overview, faculty are expected to provide a statement within the Turnitin Feedback Summary on their decision concerning similarity.
 - 7.2.3 If the faculty member determines that no academic violation has occurred, according to Section 3.12 of this policy, the matter is dropped.
 - 7.2.4 Following the meeting with the student, if the faculty member determines that a violation has occurred, s/he shall:
 - 7.2.4.1 Grade the assessment,
 - 7.2.4.2 Apply a penalty of 15% if continuously highlighted content is limited to 15% as outlined in the similarity report.
 - 7.2.4.3 Apply an automatic failure (mark of 0) in the assessment in case similarity exceeds the limit shown in Section 7.2.4.2.
 - 7.2.4.4 Notify the Program Chair and provide details of violation to confirm the application of automatic failure as stated in Section 7.2.4.3.
 - 7.2.5 The Program Chairs will verify with Student Affairs if the student has been found guilty of a violation in the past. If so, the Chairs will notify the Dean and Academic Integrity Committee. The Committee will determine whether the supplementary penalty is to be applied as stated in Section 7.4.

- 7.2.6 The Program Chairs will notify the faculty with the final decision of the Committee to change the grade as stated and will apply the decision accordingly.
- 7.2.6.1 The Program Chairs shall submit a list of academic integrity violations to the Academic Dean and Office of Student Affairs in order to notify students accordingly.
- 7.2.6.2 Student Affairs will prepare and send a warning letter by email to any student for each case of violation with penalty. The letter should clearly indicate the violation committed; the number of times the student had a violation with penalty and the consequences for subsequent violations.
- 7.2.6.3 The Office of Student Affairs shall implement a mechanism to identify students who repeat violations and report them to the Academic Dean.
- 7.2.6.4 The Academic Dean may request the formation of a Student Disciplinary Committee to investigate students who committed a third violation to determine further action, as per the principles of the *Student Disciplinary Policy*.
- 7.3 Procedure to report and investigate academic integrity violations committed through Cheating, Complicity, or Falsifying Signatures:
- 7.3.1 If a faculty member detects such violations, he/she must report it to the Program Chair and Academic Dean within one (1) day from the date it was identified.
- 7.3.2 The Academic Dean shall instruct the Academic Integrity Committee to further investigate the case:
- 7.3.2.1 The Committee may call the student and/or faculty member to examine evidence, as required.
- 7.3.2.2 The Committee may question any witnesses or relevant parties, as deemed necessary.
- 7.3.3 Procedure for Violations During Closed-Book Examinations for BScM students: if a proctor or faculty member observes or reasonably suspects the possession or use of unauthorized materials or digital devices during a closed-book examination, the invigilator shall:
- 7.3.3.1 Document the incident using an Examination Incident Report.
- 7.3.3.2 Collect any prohibited material where appropriate.
- 7.3.3.3 Allow the student to complete the examination unless the integrity of the examination is compromised.
- 7.4 Based on the evidence in Sections 7.2 and 7.3, the Academic Integrity Committee shall submit a detailed report to the Academic Dean and may recommend appropriate actions, including academic integrity workshops, penalties, warnings, course failure, suspension, or dismissal from ADSM.

- 7.4.1 The Academic Dean shall present the Committee's report to the President to determine a sanction, then communicate the final decision to Student Affairs to inform the student accordingly.
- 7.4.2 During the investigation of any academic integrity violation:
 - 7.4.2.1 The student being investigated may not withdraw from the course in which the violation was allegedly committed.
 - 7.4.2.2 Students with unresolved academic violations may not graduate.
 - 7.4.2.3 Investigations shall continue regardless of the availability of any party involved.
 - 7.4.2.4 Students may seek the Office of Student Affairs' advice about the policy and related procedures.
- 7.5 Procedure to report and investigate the use of AI software to write academic assessments:
 - 7.5.1 Faculty shall indicate in their Assessment Instruments the extent to which students are permitted to use AI in their assessments, according to the following indicators: permitted, restricted, prohibited.
 - 7.5.2 Students are required to declare their use of AI in their assessments. This must accord with the instructions on AI use provided on the Assessment Instrument. Where AI is used, students must provide a brief written explanation and provide evidence.
 - 7.5.3 If, after applying the procedures relating to the use of AI in Assessment, as outlined in Section 6.9, a faculty member detects that a student's assessment exceeds any permitted use AI software for that assessment, he/she has the right to call the student for a meeting to verify that the submitted work is original and authentic.
 - 7.5.4 If a student's work was suspected to exceed the permitted use of AI software, the faculty may:
 - 7.5.4.1 Request that the student resubmit his/her work.
 - 7.5.4.2 If the student chooses not to resubmit their work, the faculty shall apply a penalty proportional to the extent of suspected AI use that exceeds the allowable level.
- 7.6 In addition to AI use in assessments procedure, faculty may verify the originality and authenticity of student work, including through a verbal assessment to discuss submitted assessments.
 - 7.6.1 If a student's work was proven to be not original (e.g. ghost writing), the faculty member may:
 - 7.6.1.1 Request that the student resubmit his/her work.
 - 7.6.1.2 Apply a penalty based on the level of suspected non-original work.
- 7.7 **Progressive Penalties for BScM Students:** Penalties for confirmed Academic Integrity violations shall be cumulative throughout a student's enrolment at ADSM regardless of the course, instructor, or semester:

- 7.7.1 First confirmed violation: Grade of zero (0) for the examination or assessment and a written warning.
- 7.7.2 Second confirmed violation: Grade of F (0) for the course and a final warning.
- 7.7.3 Third confirmed violation: Grade of F (0) for the course together with suspension for one academic semester, or another sanction determined by the Academic Integrity Committee.
- 7.7.4 Particularly serious or repeated violations may result in dismissal from the School in accordance with the *Student Disciplinary Policy*.
- 7.8 Students have the right to appeal the final decision of the Academic Integrity Committee, as follows:
 - 7.8.1 Appeals must be submitted to the Office of Student Affairs in writing and include new information.
 - 7.8.2 Appeals must be submitted within ten (10) days of the decision being communicated to the student. The Office of Student Affairs shall refer the appeal to the Academic Integrity Committee, whose decision shall be final.
 - 7.8.3 Appeals may possibly result in reducing, maintaining or increasing the initial penalty.
- 7.9 Academic Integrity Records:
 - 7.9.1 Records of Academic Integrity violations shall be maintained by the Office of Student Affairs.
 - 7.9.2 ADSM may provide students' sponsors with such records.
 - 7.9.3 The Office of Student Affairs shall update students' records accordingly.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 418 - Academic Integrity Policy_v12.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index to be used in determining the Violation Severity
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	18/10/2022	Item 3.11, table name included. Item 7.2.4.1 amended.
6	10/07/2023	Procedure to detect the use of AI software to write academic assessments and procedure to ensure originality and authenticity of students' work added.
7	08/09/2023	Academic Integrity: Severity of Violation table amended
8	19/10/2023	Ranges of similarity index removed. Application of penalties by faculty and Academic Integrity Committee is based on levels and repetition of violations.
9	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
10	07/11/2025	Annual review completed.
11	21/09/2026	Reviewed to update the procedures for the use of advanced AI tools.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Student Appeals Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 301 – Grading and Assessment Policy

ADSM P 303 – Grade Approval and Change Policy

ADSM P 405 – Student Records Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 707 – Information Release Policy

Section 1 : Purpose

1.1 This Policy aims to provide clear and accurate guidance to ADSM students submitting an academic appeal or complaint, and ADSM's faculty and staff involved in handling or supporting appeals and complaints. The Policy aims to define the rights of a student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's faculty, students, and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Academic Appeal:** A procedure allowing students in certain circumstances to request a review of a decision related to the application of ADSM's policies that has an impact on their academic standing.

3.2 **Academic Appeals Committee:** an ad hoc committee that usually consists of the Academic Dean, the relevant Program Chair, and a third member of ADMS's faculty, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Dean and is tasked with making decisions regarding students' academic appeals and complaints.

- 3.3 **Appeals Form:** an official ADSM form that the student fills in detailing his/her academic appeal or complaint and submits it to the Office of Student Affairs.
- 3.4 **Mitigating Circumstances:** All appeals or complaints in relation to academic circumstances / reasons / conditions not limited to teaching delivery and/or assessments.

Section 4 : Policy Statement

- 4.1 The Policy provides a clear statement on students' right to submit an academic appeal and the processes to be followed by students when raising an appeal and by ADSM's staff when processing appeals.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within this policy.
- 6.2. Students wishing to request grade appeals shall follow the principles and procedures stipulated in the *Grade Approval and Change Policy*.
- 6.3. ADSM ensures that students can raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.
- 6.4. The Academic Appeals Committee shall ensure that a decision is made regarding any appeal or complaint presented to it. The Chair shall keep a record of appeals and/or complaints demonstrating that the procedures set forth in this policy are implemented consistently.

Section 7 : Procedures

- 7.1. A student raising an academic appeal against a particular ADSM policy or application of a policy, shall complete and submit a signed Appeals Form to the Office of Student Affairs or the Dean's Office.
- 7.2. Upon receiving the completed form, the Office of Student Affairs or the Dean's Office shall:
- 7.2.1. Advice, guide and encourage the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

- 7.2.2. Advise the student to meet with the relevant Program Chair within one (1) week of raising the appeal, to resolve the situation amicably.
- 7.2.3. If the meeting does not occur or does not resolve the situation, the Office of Student Affairs shall raise the appeal to the Academic Dean.
- 7.2.4. The Academic Dean may meet with the students or other parties concerned for fact-finding purposes and to resolve the situation.
 - 7.2.4.1 Criteria for decision-making is in accordance with the afore-defined academic mitigating circumstances, that are in relation to associated ADSM academic policies and their application.
 - 7.2.4.2 Decision-making is set to ensure that ADSM academic policies are maintained.
 - 7.2.4.3 Related ADSM policies are defined in the above **Related Document** section.
- 7.2.5. The Academic Dean shall convey his/her decision within one (1) week of receiving the appeal.
- 7.2.6. If the student is not satisfied with the decision, the Academic Dean shall form an Academic Appeals Committee to further investigate the situation.
- 7.2.7. The Academic Appeals Committee shall then conduct a fact-finding mission and has the right to request further information or to conduct interviews as deemed necessary. The Committee shall notify all parties concerned of its decision within one (1) week of its formation.
- 7.2.8. Students have the right to be accompanied by a support person during interviews, provided that the Committee is notified in advance.
- 7.2.9. If the student is not satisfied with the Academic Appeals Committee's decision, he/she has the right to raise an appeal with the President within one (1) week of receiving the Committee's decision.
- 7.2.10. The President may meet with whomever is deemed necessary or appropriate. The President shall render a final, irrevocable decision and provide notice of a final decision within two (2) working days.
- 7.3. All records of appeals and the resolutions will be maintained by the Office of Students Affairs.
- 7.4. Conflict of Interest: In cases where a submitted appeal concerns any of the parties identified in Articles 7.1 to 7.3 of the appeals procedure, the President's Office shall assume responsibility for handling the appeal to safeguard impartiality and avoid any potential conflict of interest.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. The approval of this Policy cancels P 419 - Student Appeals Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making defined in 7.2.4 and Mitigating Circumstances defined.
6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.
8	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Student Grievances Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 707 – Information Release Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM students with clear guidance on their rights in relation to grievances and the processes to be followed when raising a grievance at ADSM.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enrolled at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Grievance:** any alleged non-academic violation of an ADSM Policy that is raised by a student.

3.2 **Grievance Committee:** an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the relevant Program Chair, and a third member of ADMS's faculty or staff, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Director of Student Affairs and is tasked with making decisions regarding students' grievances.

3.3 **Grievance Form:** an official ADSM form that the student fills detailing his/her grievance and submits to the Office of Student Affairs.

3.4 **Grievance Hearing:** a meeting that deals with any grievance raised by the grievant.

3.5 **Grievant:** a student wishing to raise a grievance.

3.6 **Preliminary Hearing:** a meeting to determine if there is enough information for a hearing to take place.



Section 4 : Policy Statement

- 4.1 This Policy aims to clearly define the rights of a student to raise a grievance and sets the procedures by which ADSM shall investigate and resolve the matter.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM commits to providing its students with a timely method of resolving problems arising from alleged violations of ADSM policy.
- 6.2. This Policy shall be utilized by ADSM students for non-academic matters. The *Student Appeals Policy* and the *Grade Approval and Change Policy* shall govern issues that implicate a student's academic standing.
- 6.3. Students are advised to attempt to resolve each situation through informal channels. If, after making a good-faith effort to reach an amicable resolution, no resolution was reached, the student may utilize the procedures outlined within this policy to resolve the grievance.

Section 7 : Procedures

- 7.1. Students have the right to submit grievance regarding an alleged breach of a non-academic ADSM policy or to express their disagreement with a non-academic policy.
- 7.2. A Grievant raising a grievance against an alleged violation of a non-academic ADSM policy shall complete and submit a signed Grievance Form to the Office of Student Affairs within ten (10) days of becoming aware of the violation.
- 7.3. The Director of Student Affairs shall inform the Academic Dean to form an appropriate Grievance Committee within five (5) working days.
- 7.4. The Grievance Committee shall arrange for a Preliminary Hearing with the Grievant and/or any other ADSM faculty, staff or students involved in the grievance case, as deemed appropriate, to determine the need to move forward with further investigation and arranging a Grievance Hearing.
- 7.4.1.1 Criteria for decision-making is in accordance with the afore-defined definition of **Grievance**, that is in relation to associated ADSM non-academic policies and their application.



- 7.4.1.2 Students have the right to be accompanied by a support person during the hearing, provided that the Committee is notified in advance.
- 7.4.1.3 Decision-making is to ensure that ADSM non-academic policies are maintained.
- 7.4.1.4 Related ADSM policies are defined in the above **Related Document** section.
- 7.5. If the Preliminary Hearing does not result in a grievance dismissal due to lack of information or grievance resolution, the Committee shall proceed with organizing a formal Grievance Hearing.
- 7.6. The Grievance Hearing requires the Grievant and other involved parties to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and confidential. The Committee's Chair shall keep a copy of any exhibits or documents the parties introduced as evidence.
- 7.7. The Committee's Chair shall conduct the hearing and supervise it. The Grievant will begin the hearing by presenting his/her case and has the right to call witnesses to appear in front of the Committee. Other parties involved in the grievance case shall have the opportunity to present as well.
- 7.8. The Committee may ask questions at any time and may call for additional information.
- 7.9. At the discretion of the Committee's Chair, the Grievant and other parties involved in the grievance case may be permitted to ask questions of their own and the other party's witnesses.
- 7.10. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the Academic Dean.
 - 7.10.1. The Committee will not keep any deliberation records.
- 7.11. Within five (5) days of receiving the Committee's recommendations, the Academic Dean shall review the decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.
- 7.12. If the Academic Dean restrains the decision, in whole or in part, the Committee shall reconsider the restrained issues, may revise its decision as it deems appropriate, and will send its revised decision (if revisions are made) and an explanation of its reconsideration to the President within five (5) working days of receiving the President's restraint.
- 7.13. The Academic Dean will review the Committee's response and make a final, decision and provide notice of his/her decision to the Committee within two (2) working days.
- 7.14. The Grievance Committee shall notify all parties involved of the final decision.
- 7.15. All student grievances' records, including resolutions are maintained by the Office of Student Affairs.

7.16. Conflict of Interest: In cases where a submitted grievance concerns any of the parties identified in Articles 7.2 to 7.14 of the grievance procedure, the President's Office shall assume responsibility for handling the grievance case to safeguard impartiality and avoid any potential conflict of interest.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 420 - Student Grievances Policy_v9.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process added in article 7.3



6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.
8	29/09/2025	Annual review completed.
9	07/11/2025	Review Statement amended.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : **Student Attendance Policy**

Related : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation

Documents Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).

ADSM P 301 – Grading and Assessment Policy

ADSM P 316 – Course File Policy

ADSM P 300 – Program Specifications

ADSM P 314 – Examination Policy

ADSM P 315 – Internship Policy

ADSM P 320 – Teaching and Learning Methodologies Policy

ADSM P 321 – Comprehensive Course Syllabus Policy

ADSM P 322 – Thesis Policy

ADSM P 417 – Academic Advising Policy

ADSM Student Handbook

ADSM Course Catalog

ADSM Quality Assurance Manual

Section 1 : **Purpose**

1.1 This Policy aims to set the requirements for students' attendance and establish the guidelines for monitoring and reporting on students' attendance rates.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all enrolled students at ADSM.

Section 3 : **Definitions**

3.1 **Credit hour:** a unit of measurement of the engaged learning time expected of a typical student in their overall effort (commitment to learning) towards attaining a qualification.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with an academic schedule that accommodates their needs and encourages them to attend classes by adopting a pedagogical approach that is engaging and interactive.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. In compliance with applicable standards and best practice, ADSM allocates a minimum of 15 in-class contact hours for each credit hour in a credit-bearing course. In addition, students are expected to engage for a further two hours in independent learning and course assignments.
- 6.2. ADSM programs are accredited for classroom-based delivery. In accordance with the guidelines of the Ministry of Higher Education and Scientific Research (MOHESR), ADSM may deliver up to 25% of the scheduled class sessions for each course through online instruction.
- 6.3. ADSM shall provide an academic schedule that satisfies the diverse needs of its student population in the undergraduate and graduate programs, while ensuring that delivery is underpinned by sound pedagogical principles, as follows:
- 6.3.1. Doctor of Business Administration (DBA) Program: courses are delivered over (16) weeks, one session of three (3) hours, either during weekdays or on the weekend as deemed appropriate by ADSM.
 - 6.3.2. Master of Business Administration (MBA) Program: courses delivered over seven (7) weeks, one session weekly, either on Friday (from 3:00 PM to 9:30 PM) or on Saturday (from 9:00 AM to 3:30 PM).
 - 6.3.3. Master of Science (MS) Programs: courses delivered are during weekdays from 5:00 PM to 9:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy*.
 - 6.3.4. Bachelor of Science in Management (BScM) Program: courses are delivered during weekdays from 10:00 AM to 09:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy*.
- 6.4. ADSM's classes include a variety of activities, these include, but are not limited to instruction, formative assessment, summative assessment, and students' feedback. These activities are detailed in the relevant course syllabus as set out in the *Comprehensive Course Syllabus Policy*.

- 6.5. ADSM expects students in its graduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in taking into consideration the following:
- 6.5.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.
 - 6.5.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.4.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.
 - 6.5.3. Students who missed or are considered absent from (as set in article 6.4.1) up to 50% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy*, until completing any required Catch-up activities.
 - 6.5.4. Students who missed or are considered absent from (as set in article 6.4.1) more than 50% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.
- 6.6. ADSM expects students in its undergraduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in taking into consideration the following:
- 6.6.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.
 - 6.6.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.5.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.
 - 6.6.3. Students who missed or are considered absent from (as set in article 6.5.1) up to 30% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy*, until completing any required Catch-up activities.
- 6.7. Students who missed or are considered absent from (as set in article 6.5.1) more than 30% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.
- 6.8. Attendance is mandatory in specific classes that include, but are not limited to, the following:

- 6.8.1. Controlled and formative assessments for graduate programs as per *Grading and Assessment Policy*.
- 6.8.2. Activities related to the following courses:
 - 6.8.2.1 Dissertation for the DBA program.
 - 6.8.2.2 Thesis or Applied Project for all master's level programs as stipulated in the *Thesis Policy*.
 - 6.8.2.3 Final Exams, Midterms, presentations and quizzes for BScM courses as stipulated in the *Examination Policy*
 - 6.8.2.4 Internship for the BScM program as stipulated in the *Internship Policy*.
- 6.9. Ramadan Timing: ADSM shall reduce class timing in accordance with relevant regulations and best practices, while maintaining the principles set in the *Teaching and Learning Methodologies Policy*:
 - 6.9.1. DBA Program: two-hours session scheduled as deemed appropriate by ADSM.
 - 6.9.2. MBA Program: Friday (from 1:30 PM to 5:30 PM) or on Saturday (from 11:30 AM to 3:30 PM).
 - 6.9.3. MS Programs: courses delivered during weekdays from 2:30 PM to 5:30 PM.
 - 6.9.4. BScM Program: courses delivered during weekdays from 10:30 AM to 5:30 PM.
 - 6.9.5. Principles set in articles 6.4, 6.5 and 6.6 shall remain applicable.
- 6.10. ADSM shall adopt teaching and learning methodologies that encourage students to attend and participate in class classes, as stipulated in the *Teaching and Learning Methodologies Policy*.
- 6.11. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.
- 6.12. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy*.
- 6.13. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.6 of this policy.

Section 7 : Procedures

- 7.1. IT Support and Student Affairs shall support faculty in recording, monitoring, and reporting attendance.
- 7.2. Faculty shall generate and maintain an attendance report for each class they deliver, and a cumulative attendance report for any course they are assigned to teach.
- 7.3. Based on the attendance reports for classes allocated for instruction, an automatic notification will be sent to all students who failed to attend a minimum of 70% of the class. The notification may instruct students to complete the associated Catch-up activities, as set out in article 7.4.

- 7.4. Based on the cumulative attendance report for any course, articles 6.4 and 6.5 will be applied as follows:
- 7.4.1. For MBA courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set out in article 7.5.
 - 7.4.2. For the Controlled Assessment (Assessment 1) in MS courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the catch-up activities for at least one (1) of these classes as set out in article 7.5 in order for them to be allowed to sit for the Controlled Assessment.
 - 7.4.3. For the Final Assessment (Assessment 2) in MS courses, students who missed or were considered absent in four (4) classes allocated for instruction will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to submit the Final Assessment.
 - 7.4.4. An 'IP' grade may be awarded to students who were required to complete the Catch-up activities, as set out in the *Grading and Assessment Policy*. To resolve the 'IP' grade, students need to complete the assigned Catch-up activities as set-out in article 7.5.
 - 7.4.5. A 'W' grade will be awarded to students who missed or were considered absent in 50% or more of classes allocated for instruction, as set out in the *Grading and Assessment Policy*. Students will be required to retake the course.
 - 7.4.6. Students who miss assessment activities (Final Exams, Midterms, Presentations and Quizzes) in the BScM program may be provided with a makeup opportunity, subject to the submission of proper documentation and an acceptable reason for the absence, as follows:
 - 7.4.6.1 Final Exam: a makeup period will be announced after the conclusion of each semester.
 - 7.4.6.2 Midterms: a makeup period will be announced before the Final Exams for the relevant semester.
 - 7.4.6.3 Presentation and Quizzes: makeup sessions will be arranged by the instructor.
- 7.5. Catch-up Activities Procedure:
- 7.5.1. Missing or being considered absent for more than 70% of instruction classes leading to an assessment, as set in articles 7.4.1, 7.4.2 and 7.4.3 will result in students being required to complete Catch-up activities to be allowed to sit for this assessment.

7.5.2. Typically, Catch-up activities require the student to review learning materials and answer a question paper via the LMS.

7.5.3. Faculty may require students to repeat Catch-up activities if their work quality is not satisfactory.

7.5.4. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.

7.6. The Academic Dean and Program Chairs shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.

7.7. Faculty shall include the attendance report in the related Course File, as per the stipulations of the *Course File Policy*.

7.8. The Academic Dean and Program Chairs shall ensure that attendance is included in course files, as stipulated in the *Course File Policy*.

Section 8 : Responsibilities

8.1. The President shall cause this Policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this Policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 423 – Student Attendance Policy_v14.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.
2	08/03/2021	Articles 6.2 and 7.4 added to mandate awarding a 'W' grade to students who missed more than 30% of classes, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup classes are arranged, and absence does not exceed 50% of classes.
3	07/06/2021	Article 7.5 amended to cover the provision of catch-up activities
4	02/08/2021	Articles 6.2, 6.3, 7.4 and 7.5 amended to clarify the process for absence recording and Catch-up activities.
5	06/09/2021	The process for absence recording and Catch-up activities amended to add controls. Mapping to ESG 2015 Standards completed.
6	07/02/2022	Article 6.2.2 related to MS class timings amended.
7	04/07/2022	Review Statement updated.
8	10/07/2023	Annual review completed
9	12/10/2023	New MBA timing added in article 6.2, Ramadan Timing added in article 6.6.
10	13/12/2023	Reviewed for the provision of the undergraduate program.
11	23/09/2024	Article 6.5 added to mandate a minimum attendance rate of 70% in undergraduate courses.
12	07/11/2025	Annual review completed.
13	15/05/2026	Doctor of Business Administration (DBA) program included.
14	21/09/2026	Reviewed to reflect the MBA's new structure.

Next scheduled review: 21/09/2027

END OF DOCUMENT

Policy Name : Student Enrolment Policy

Related Documents : Ministry of Higher Education & Scientific Research (MoHESR) Outcome-Based Evaluation Framework, MoHESR Cabinet Resolution No. (104) of 2026 Concerning the National Framework for Licensure Higher Education Institutions, Abu Dhabi Department of Education & Knowledge (ADEK) New Higher Education Institutions, Program, and Substantive Changes at Higher Education Institutions Authorization and Reauthorization Standards, Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015).
ESG 2015 Standards – 1.4 Student admission, progression, recognition, and Certification
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 400 – Undergraduate Admissions Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 306 – Undergraduate Completion Requirements Policy
ADSM P 307 – Graduate Completion Requirements Policy
ADSM P 411 – Student Finance Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 300 – Program Specification Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student enrolments are managed consistently throughout each program and to define the procedures for managing student enrolment.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty, staff, and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Enrolment Period:** the prescribed period in which students must be enrolled in their program.
- 3.2 **Leave of Absence:** authorized absence granted to students by the Office of Student Affairs.
- 3.3 **Withdrawal:** a notification from a student to withdraw from his/her program of study.

- 3.4 **Not Active Students:** a student is considered not active if he/she did not enroll in any courses for two consecutive semesters without obtaining an approved Leave of Absence.
- 3.5 **Restricted Enrolment:** restrictions imposed by the Academic Dean/Associate Dean of Undergraduate Programs on the number of courses a student may enroll in based on his/her academic standing.
- 3.6 **Suspension:** a penalty imposed by the School to prevent a student from enrolling in courses for a specified period, for academic or non-academic reasons, including non-payment of tuition fees.
- 3.7 **Retention Rate:** the percentage of students enrolled in an academic semester and either graduate or continue to enroll in courses in the next academic semester.
- 3.8 **Attrition Rate:** the reciprocal of Retention Rate.
- 3.9 **Add/Drop Period:** a period, usually the first two weeks of any given semester, in which students may self-enroll in or drop out of courses offered within their study plan.
- 3.10 **Comprehensive Program Specifications Document (CPSD):** A master-file created for each academic program offered at ADSM that constitutes a definitive statement of information on the program's aims, learning outcomes, structure, admission requirements, approaches to teaching and learning, assessment and quality assurance, from which information about the program is provided all stakeholders.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with clear guidelines on the rules and procedures to enroll in courses required to complete their program of study and shall work to accommodate students when possible.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Students may complete their program of study on Full Time or Part Time Basis, as follows:
 - 6.1.1. On a Full-Time basis, students will be eligible to complete their program of study as follows:
 - 6.1.1.1 In three (3) years for the Doctor of Business Administration (DBA) program.
 - 6.1.1.2 In 12 Months for the Master of Business Administration (MBA) program.
 - 6.1.1.3 In 12 to 15 months for the Master of Science in Sustainable Business Excellence (MSSBE) and Master of Science in Leadership and Organizational Development (MSLOD) programs,

depending on the students opting for the Thesis or Non-Thesis pathway, as stipulated in the relevant CPSD.

6.1.1.4 In 15 to 18 months for the Master of Science in Business Analytics (MSBA) program, depending on the students opting for the Thesis or Non-Thesis pathway, as stipulated in the MSBA CPSD.

6.1.1.5 In Four (4) academic years, equivalent to Eight (8) semesters for the Bachelor of Science in Management (BScM) program.

6.1.1.6 Student's Enrolment Period in the DBA program shall not be less than three (3) years.

6.1.1.7 Student's Enrolment Period in the MSBA program shall not be less than 15 months or more than 36 months.

6.1.1.8 Student's Enrolment Period in the MBA, MSSBE or MSLOD programs shall not be less than 12 months or more than 36 months.

6.1.1.9 Student's Enrolment Period in the Bachelor of Science in Management (BScM) program shall not be less than four (4) academic years.

6.1.2. On a Part-Time basis, students will be eligible to complete their program of study as follows:

6.1.2.1 In a maximum period of six (6) years for the DBA program.

6.1.2.2 In a maximum period of five (5) years for all master's programs.

6.1.2.3 In a maximum period of eight (8) years for undergraduate programs.

6.1.2.4 The Office of Student Affairs shall work with Part-Time students to devise a study plan in compliance with their program's specifications as stipulated in the Comprehensive Program Specifications Document (CPSD) and the *Program Specifications Policy*.

6.2. To attend classes and/or participate in educational activities at ADSM, including receiving grades for completed courses, a student must enroll in his/her program of study.

6.3. The Office of Student Affairs shall offer the courses scheduled for semester and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.

6.3.1. BScM students joining the Fall intake may, with the Program Chair's approval, take up to two courses in the preceding Summer session to reduce their Fall load and provide an early academic start.

6.4. Students are responsible for ensuring that they correctly enroll in each course required for them to progress in their program of study and may seek clarifications from the Office of Student Affairs or from their Academic Advisor.

- 6.5. Students must self-enroll in courses via the Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.
- 6.6. **Enrolment Deadlines for Programs:** students must enroll in their program of study during the Add/Drop Period for the first semester of study.
- 6.7. **Enrolment Deadlines for Courses:**
 - 6.7.1. Students must enroll in courses offered within their study plan during the Add/Drop Period for the semester these courses are offered in.
 - 6.7.2. Students may withdraw from courses during the Add/Drop Period for the semester these courses were offered in. A refund of fees is subject to the *Student Finance Policy*.
- 6.8. Students are considered enrolled in their program of study until the student either:
 - 6.8.1. Completes the program of study, in which a status of 'Academic Requirements Met' is initially granted, and subsequently changed to 'Graduated.'
 - 6.8.2. Withdraws from the program of study, in which case the student's status is changed to 'Withdrawn' and the student is included in the calculation of Attrition Rates.
 - 6.8.3. The student is academically suspended from study.
 - 6.8.4. The student is administratively suspended from studying due to non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees.
 - 6.8.5. The student fails to enroll in any course during the first semester of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates.
 - 6.8.6. The student becomes 'Not Active' due to not enrolling in courses for two consecutive academic periods, as follows:
 - 6.8.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given semester or by the Finance unit if the student has overdue payments.
 - 6.8.6.2 Following two consecutive academic periods of being 'Enrolled – NA' the status is changed to 'Not Active,' and the student is not included in the calculation of Attrition Rates.
 - 6.8.7. Remains in an 'Not Active' status for one semester, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates.
 - 6.8.8. The student has been excluded for not meeting post-enrollment conditions as per the *Undergraduate Admissions Policy* or *Graduate Admissions Policy*, as applicable.

- 6.9. Undergraduate students required to complete bridging courses may enroll in General Education courses until they successfully complete the non-credit bridging courses.
- 6.10. Students may enroll in courses subject to the following:
- 6.10.1. They enroll within the Add/Drop period.
 - 6.10.2. The course is part of the program in which they are enrolled, or it is an approved substitute.
 - 6.10.3. The student does not have a restriction placed on his/her enrolment.
 - 6.10.4. The course is offered in the given semester.
 - 6.10.5. The student has met all post enrolment conditions, if applicable, as stipulated in the *Undergraduate Admissions Policy* or *Graduate Admissions Policy*, as applicable.
 - 6.10.6. The student does not have any outstanding financial obligations to ADSM.
- 6.11. A student whose enrollment is ceased due to suspension or dismissal may not enroll in any course or attend any class.
- 6.12. Students may request late enrolment in courses after the closing period stipulated in article 6.6, providing that the reasons for not enrolling within the specific period were beyond their control, such as technical issues. In which case, students must apply for permission to enroll to the Office of Student Affairs.
- 6.12.1. Student Affairs shall enroll the student subject to the approval of Academic Affairs providing that the student did not violate the *Student Attendance Policy*.
- 6.13. Students may apply for a Leave of Absence from their program of study, as follows:
- 6.13.1. Students are eligible to apply for a Leave of Absence before the end of the fourth week of the semester for which the Leave is sought.
 - 6.13.2. To apply for a Leave of Absence, students must submit a written request to the Office of Student Affairs and commence their Leave based on approval from the Director of Student Affairs.
 - 6.13.3. Students may take a Leave of Absence for up to two (2) consecutive academic periods after which they need to resume studies or re-apply to ADSM as stipulated in the *Undergraduate Admissions Policy* or *Graduate Admissions Policy*, as applicable.
 - 6.13.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond the allowed period, for which an approval form the Academic Dean will be required.
 - 6.13.5. Students on Leave of Absence may be subject to the rules and conditions applicable at the time they resume their studies.



- 6.14. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing important notices, such as course offerings.
- 6.15. Students must submit a written notification of name change to the Office of Student Affairs, accompanied by documentary evidence.
- 6.16. ADSM email account, SMS texts, and mobile application push notifications will be used by ADSM as the primary channels for providing important information such as course offerings, enrollment periods, the release of grades, etc.
 - 6.16.1. Students must use their ADSM email account to communicate with the School. Emails sent from other accounts may not be considered.
 - 6.16.2. Students must check their ADSM emails regularly to ensure staying informed.
- 6.17. Students shall receive elective course descriptions one semester before delivery. Elective scheduling shall consider student preferences, class size requirements, faculty availability, and other relevant factors.

Section 7 : Procedures

- 7.1 The Office of Student Affairs shall conduct an Orientation Session for each new student cohort covering the program, academic schedule, policies, support services, campus facilities, ADSM systems, assessment methods, academic integrity, health and safety, and key contacts.
 - 7.1.1 The Orientation session for each new cohort shall be organized prior to the start date of classes.
 - 7.1.2 For graduate programs, it ideally shall be held on the preceding day; for undergraduate programs, it may be conducted over a full day and may include parents or legal guardians..
 - 7.1.3 For undergraduate programs, the duration of the Orientation session may be equal to one full day of classes and may include parents or legal guardians.
 - 7.1.4 The Program Chair shall present or delegate a faculty member to present information on the program's structure.
 - 7.1.5 The Orientation session shall result in all students having full access to the required ADSM systems to ensure their ability to join their scheduled classes.
- 7.2 Student Affairs shall offer courses and notify students to enroll in accordance with the approved academic schedule.
- 7.3 Students may apply to take a Leave of Absence in accordance with Principle 6.13 of this policy:

7.3.1 The Office of Student Affairs shall update students' status accordingly.

7.3.2 Students may apply to extend their leave of absence beyond two (2) consecutive academic period prior to their approved Leave ending. The request shall be forwarded to the Academic Dean for approval. The student will be notified of the decision within two (2) days.

7.4 Students with a non-active status seeking re-admission must contact the Director of Student Affairs, who will review their academic standing and submit a recommendation to the Academic Dean and Program Chair for a decision. The students will be notified accordingly.

7.5 Retention and Attrition Rates are calculated in coordination with the Institutional Effectiveness Office.

7.6 The Dean's Office will obtain student preference for elective courses at least one semester before the planned delivery of an elective course. Their preference is to be prioritized in the scheduling of courses.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 424 – Student Enrollment Policy_v17.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 21/09/2026
Approved by: Executive Committee	Reviewed and Approved on 21/09/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	10/08/2020	Full Time and Part Time mode of study defined.
2	11/01/2021	MBA Enrollment period amended to be before the start of the second course. Part Time Enrollment defined.
3	01/02/2021	Retention and Attrition Rates defined.
4	08/03/2021	'No Show' and 'Administrative Withdrawal' statuses added to article 6.7
5	06/09/2021	Mapping to ESG 2015 Standards completed.
6	07/02/2022	Amended to include the role of the Director of Academic Programs.
7	04/07/2022	Review Statement updated.
8	10/08/2022	Article 7.1.3 amended to remove Academic Administrator.
9	18/10/2022	Mechanism to offer elective courses added in Articles 6.16 and 7.6.
10	10/07/2023	Annual review completed
11	12/10/2023	Article 6.14 added for the Remedial Program.
12	13/12/2023	Reviewed for the provision of the undergraduate program.
13	06/02/2024	Add Period and Drop Period defined and added.
14	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
15	07/11/2025	Annual review completed.
16	15/05/2026	Doctor of Business Administration (DBA) program included.
17	21/09/2026	Reviewed to reflect the MBA's new structure and MSSBE program.

Next scheduled review: 21/09/2027

END OF DOCUMENT



Policy Name : Visiting Students Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 219 – Confidentiality Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 414 – Student Rights and Responsibilities Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline requirements and set guidelines for individuals wishing to join ADSM as Visiting Students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all Visiting Students.

Section 3 : Definitions

3.1 **Visiting Student:** an individual wishing to participate in an activity at ADSM, including, but not limited to, enrolling in courses and participating in research activities.

3.2 **UAE Visa:** an official permit issued by UAE government for non-UAE citizens to legally visit the country for no longer than three (3) months.

3.3 **UAE Residency:** an official permit issued by the UAE government for non-UAE citizens to legally reside in the country for an extended period exceeding three (3) months.

3.4 **Health Insurance:** an insurance policy covering medical treatment during residency in the UAE and meeting the Emirate of Abu Dhabi requirements.



Section 4 : Policy Statement

- 4.1 ADSM provides opportunities to local and international students to take part in the activities it organizes as Visiting Students.

Section 5 : Exclusions

- 5.1. Students enrolled in Executive and Continuous Education programs, as outlined in the *Continuous Education and Lifelong Learning Policy*.

Section 6 : Principles

- 6.1. Visiting Students are categorized as follows:
- 6.1.1. Credit Visiting Students: local students enrolled in other higher education institutions in the UAE and wish to enroll in ADSM courses as part of completing their degree requirements.
 - 6.1.2. Non-Credit Visiting Students: local or international students wishing to participate in an activity at ADSM, including but not limited to attending a course without earning the associated credit hours, and participating in research activities.
- 6.2. Credit Visiting Students are subject to the following:
- 6.2.1. Must meet direct entry admission criteria as detailed in the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*, as applicable.
 - 6.2.2. May enroll and earn credit hours for a maximum of two (2) courses.
 - 6.2.3. Must be a citizen or a legal resident of the UAE.
 - 6.2.4. Must apply within the admission's timeframe for the term/semester he/she wishes to join ADSM.
 - 6.2.5. The Academic Dean/Associate Dean of Undergraduate Programs may extend the Credit Visiting Student's acceptance period or accept certain applications out of the acceptance period.
- 6.3. Credit Visiting Students must provide the following documents to apply:
- 6.3.1. Completed Visiting Student Application Form.
 - 6.3.2. Original Letter of Referral from their current higher education institute.
 - 6.3.3. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.
 - 6.3.4. Emirates ID copy.
 - 6.3.5. One (1) passport size photograph.

- 6.4. The Admissions Committee shall review and approve applications for Credit Visiting Students.
- 6.5. Accepted Credit Visiting Students shall be registered in the Student Information System (SIS) as “Visiting Students”, and shall be subject to the following:
 - 6.5.1. Upon successful course completion: The Office of Student Affairs will issue an official transcript with course code, course title, achieved letter grade, and quality points earned.
 - 6.5.2. Courses earned as Credit Visiting Students may be used to fulfill academic requirements of a program should the student register as regular student at ADSM.
- 6.6. Individuals interested in attending classes, seminars, workshops or other academic or research activities without earning a credit may apply as visiting students.
- 6.7. Non-Credit Visiting Students must be UAE nationals, UAE residents or have a valid UAE Visit Visa.
- 6.8. Non-Credit Visiting Students may join ADSM at any point during the academic year.
- 6.9. Non-Credit Visiting Students shall provide the following documents to apply:
 - 6.9.1. Completed Visiting Student Application Form.
 - 6.9.2. A Letter of Intent describing the purpose and goal of the visit, its expected duration, and any required access resources.
 - 6.9.3. Signed Confidentiality Statement in accordance with the *Confidentiality Policy*.
 - 6.9.4. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.
 - 6.9.5. Emirates ID copy.
 - 6.9.6. One (1) passport size photograph.
 - 6.9.7. Any other documents supporting the Letter of Intent
- 6.10. The Academic Dean or Director of Research shall review and approve applications for Non-Credit Visiting Students.
- 6.11. Non-Credit Visiting Students shall be registered in relevant systems as required and approved by the Academic Dean or Director of Research.
 - 6.11.1. Upon completion, the Office of Student Affairs shall issue an official Letter of Attendance for courses, workshops, and seminars, etc..., as applicable.
 - 6.11.2. Non-Credit Visiting Students who withdrew before completion of the activity they joined are not entitled to a Letter of Attendance.



6.11.3. Courses earned as Non-Credit Visiting Students may not be used to fulfill academic requirements of a program should the student register as a regular student at ADSM.

6.12. Acceptance of Credit or Non-Credit Visiting Students is subject to satisfying applicable UAE laws and requirements for entry and residency.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall maintain a page on the Website for Visiting Students including the full details and options available to them.
- 7.2. The Office of Student Affairs shall provide logistical support and advice regarding accommodation options and other matters for international Visiting Students, as required.
- 7.3. The Human Resources Office shall support Visiting Students in providing:
 - 7.3.1. Required documents for official visa processing, as required.
 - 7.3.2. Expected fees and other financial obligations required.
 - 7.3.3. Expected timeframe for the process.
 - 7.3.4. Disclaimer that government approval is not granted, and rejections are final.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 425 – Visiting Students Policy_v7.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : **Student Safeguarding Policy**

Related : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for

Documents Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

UN Sustainable Development Goals (SDGs)

Principles of Sustainability (*See ADSM Sustainability Strategic Plan*)

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 120 – Risk Management Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 210 – Recruitment and Selection Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 415 – Student Counselling Policy

ADSM P 416 – Health Services Policy

ADSM P 603 – Appropriate Use of Technology Policy

ADSM P 901 – Community Engagement Policy

Section 1 : **Mission, Purpose, Objectives, and Goals**

1.1 **Mission Statement:** ADSM is committed to providing all students with a safe, secure, respectful and supportive learning environment that protects their wellbeing and enables them to participate fully in academic and campus life.

1.2 **Purpose:** The purpose of this Policy is to define ADSM's commitment, principles, responsibilities and implementation arrangements for student safety and safeguarding. It establishes the framework through which safeguarding concerns are prevented, identified, reported, escalated, addressed and monitored, including concerns related to bullying, abuse, exploitation, unsafe conduct, radicalization and extremism.

1.3 **Objectives:** ADSM adopts this Policy to:

1.3.1 protect students from physical, psychological, social and digital harm;

1.3.2 maintain a safe and supportive learning environment across all ADSM activities and premises;

1.3.3 provide clear and accessible reporting and response channels for safeguarding concerns;

- 1.3.4 define responsibilities for prevention, intervention, escalation and follow-up;
- 1.3.5 promote awareness, training and early identification of safeguarding risks; and
- 1.3.6 ensure that student safety arrangements are reviewed and improved on a regular basis.

1.4 **Goals:** ADSM's student safety and safeguarding goals are to:

- 1.4.1 ensure all students have access to clear and confidential channels for raising safeguarding concerns.
- 1.4.2 ensure safeguarding concerns are assessed promptly and referred to the appropriate responsible unit.
- 1.4.3 provide safeguarding training to relevant employees at least once every academic year.
- 1.4.4 define responsibilities for prevention, intervention, escalation and follow-up.
- 1.4.5 maintain campus safety measures, including visitor control, surveillance, first aid support and qualified security arrangements.
- 1.4.6 reduce the likelihood of harm through prevention, awareness, monitoring and timely intervention.
- 1.4.7 review safeguarding risks, incidents and policy effectiveness annually to strengthen institutional practice.

Section 2 : Scope and applicability

- 2.1 This Policy is applicable to all ADSM's employees and students.

Section 3 : Definitions

- 3.1 **Safeguarding:** taking the appropriate measure to protect against harm or damage.
- 3.2 **Safeguarding Concern:** an issue that might cause harm or damage.
- 3.3 **Extremism:** opposing core values such as democracy, respect of others, and tolerance of beliefs that are different.
- 3.4 **Radicalisation:** a process by which an individual becomes supportive of Extremism and terrorism.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with a safe and supportive environment to learn and shall take all necessary measures to safeguard its students and address any Safeguarding Concerns including the prevention of radicalization and extremism promptly and effectively.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall select and recruit highly qualified faculty and staff who demonstrate good conduct in accordance with the *Recruitment and Selection Policy*.
- 6.2. ADSM acknowledges that its students' population consists of mature adults, and that the vast majority are working professionals. Thus, ADSM commits to taking the appropriate measures to safeguard its student population.
- 6.3. ADSM shall provide a physical environment in which students feel safe and secure as stipulated in the *Occupational, Environment, Health and Safety Policy (SDG 6)*.
- 6.4. ADSM shall maintain a risk register the includes Student Safeguarding and the prevention of Radicalization and Extremism as specific risks, in accordance with the *Risk Management Policy*.
- 6.5. ADSM shall ensure all faculty and staff receive annual safeguarding training.
- 6.6. ADSM shall establish a First Aid Room as per the *Health Services Policy, (SDG 3)* this Room shall be:
 - 6.6.1. Available during operational hours.
 - 6.6.2. Licensed by the relevant authorities.
 - 6.6.3. Clean and hygienic.
 - 6.6.4. Managed by a registered nurse who shall maintain up-to-date medical records and incident reports.
- 6.7. ADSM shall ensure all campus visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit **(SDG 10)**.
- 6.8. ADSM shall ensure that its buildings are monitored by a digital surveillance system (e.g. CCTV) that is approved by relevant authorities **(SDG 10)**.
- 6.9. ADSM shall ensure that security guards are qualified and licenses by relevant authorities **(SDG 10)**.
- 6.10. ADSM requires all its community members to constantly demonstrate professional and ethical behavior as stipulated in the *Code of Conduct Policy. (SDG 5, Principle of Sustainability: Society)*. This includes, but is not limited to, strictly prohibiting:
 - 6.10.1. Bullying.
 - 6.10.2. criminal or sexual exploitation.

- 6.10.3. substance misuse.
- 6.10.4. gang activity; and,
- 6.10.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.11. ADSM requires all its community members to use its technological infrastructure, including computers and Email in an ethical and responsible manner, in accordance with the *Appropriate Use of Technology Policy*. Thus, ADSM strictly prohibits the use of its technology infrastructure for **(SDG 7 and 9)**:
 - 6.11.1. cyber bullying.
 - 6.11.2. online grooming.
 - 6.11.3. criminal and sexual exploitation.
 - 6.11.4. gang activity; and,
 - 6.11.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.12. ADSM shall take all necessary measures to safeguard its students from radicalization, extremism, and terrorism, including, but not limited to, the following **(SDG 10)**:
 - 6.12.1. ADSM shall evaluate guest speakers and visitors who may have direct contact with students.
 - 6.12.2. ADSM shall review and pre-approve any content and materials shared with students in any capacity (*Principles of Sustainability: Society*).
 - 6.12.3. ADSM shall ensure that students are provided with a safe channel through which they can raise any Safeguarding Concerns.
- 6.13. Jeopardizing the safety of students may entail invoking the *Student Disciplinary Policy* or the *Faculty and Staff Discipline Policy*, as applicable **(SDG 10)**.

Section 7 : Procedures, Action and Implementation Plan

- 7.1. The implementation of this Policy shall be coordinated through the responsibilities defined in this document, including oversight by the President, operational monitoring by the Director of Student Affairs, support by Human Resources and General Services, and action by the relevant academic or administrative unit depending on the nature of the concern.
- 7.2. Any guest speaker or visitor who may have direct contact with students is subject to a security check:
 - 7.2.1. The unit who is arranging the visit or event shall obtain the approval of the Academic Dean or the Director of Student Affairs prior to making any arrangements, and as applicable.

- 7.2.2. The approval should cover the topic and/or materials presented to students.
- 7.2.3. The concerned Unit Head shall then arrange to submit the required identification documents of the guest speaker or visitor to General Services to proceed with conducting the security check at least one (1) week prior to the event's date.
- 7.2.4. The Unit Head shall ensure that a security clearance is obtained prior to the event date.
- 7.3. The Academic Dean, Associate Dean of Undergraduate Programs and Director of Academic Programs shall review and pre-approve any content and/or academic materials shared with students.
- 7.4. The Director of Student Affairs shall review and pre-approve any content and/or non-academic materials shared with students. This includes those related to Community Engagement events and activities.
- 7.5. The Human Resources Office shall organize safeguarding training for all employees as part of their professional development, as follows:
 - 7.5.1. The training to be held at least once every academic year.
 - 7.5.2. The training to cover techniques for identifying Safeguarding Concerns.
 - 7.5.3. The training focuses on the prevention of Radicalization and Extremism.
 - 7.5.4. The Human Resources Office shall maintain records of safeguarding training conducted, including attendance and completion, and shall provide such records when required for institutional review, audit, or reporting purposes.
- 7.6. General Services shall ensure that the First Aid Room is fully operational and is in compliance with the regulations of relevant authorities, as per the principles of the *Health Services Policy (Principles of Sustainability: Environment)*.
- 7.7. General Services shall ensure that ADSM's campus constitutes a safe environment for students to learn, including but not limited to the following:
 - 7.7.1. The security guards on campus are licensed by relevant authorities and are able to identify and report any incident that may constitute a Safeguarding Concern.
 - 7.7.2. Visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.
 - 7.7.3. ADSM campus is monitored by a digital surveillance system that is approved by relevant authorities.

7.7.4. General Services shall maintain the operational arrangements and related records necessary to demonstrate the implementation of campus safety measures, including visitor control, security arrangements, and approved surveillance systems.

7.8. Students or employees who wish to raise a Safeguarding Concern, shall inform the Director of Student Affairs. The Director shall then take the necessary action as follows:

7.8.1. The Director shall contact and meet with the affected student(s) and discuss the Concern in detail to form a clear and accurate description of the Concern.

7.8.2. The Director of Student Affairs may raise the Concern to the President directly based on the severity of the Concern and its impact on ADSM's operation and reputation.

7.8.2.1 The President may take the necessary action to alert concerned authorities if a breach of UAE's applicable laws and regulations is suspected.

7.8.3. The Director of Student Affairs shall refer the Concern to the related unit, as follows:

7.8.3.1 Academic Dean: if the Concern relates to academic matters, or to a faculty member.

7.8.3.2 General Services: if the Concern relates to ADSM's physical environment and facilities.

7.8.3.3 Human Resources Office: if the Concern relates to an ADSM staff member.

7.8.4. The Director of Student Affairs shall follow up with the related unit to ensure that the Safeguarding Concern has been addressed effectively.

7.8.5. The Director of Student Affairs shall submit a detailed report to the President confirming that the Concern has been addressed effectively.

7.8.6. The Director of Student Affairs shall maintain appropriate records of reported Safeguarding Concerns, actions taken, referrals made, and the status of their resolution, in accordance with ADSM's applicable policies and legal requirements.

7.8.7. The Director of Student Affairs shall use the records and outcomes of reported Safeguarding Concerns to support periodic review of student safety arrangements and recommend improvements where necessary.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 426 – Student Safeguarding Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting on 25/06/2026
Approved by: Executive Committee	Minutes of Meeting on 25/06/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/02/2022	Referencing SDGs and Principles of Sustainability
4	07/03/2022	Principles aligned with Sustainability Strategic Plan
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	23/09/2024	Annual review completed.
8	07/11/2025	Annual review completed.
9	25/06/2026	Reviewed for compliance by the IE Office.

Next scheduled review: 25/06/2027

END OF DOCUMENT

Policy Name : Student Guidance System Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 408 – Career Services Policy

ADSM P 415 – Student Counselling Policy

ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to set the guidelines ADSM shall follow to ensure that proper guidance is provided to its students enabling them to make informed decisions about their learning and career.

Section 2 : Scope and applicability

2.1 This Policy applies to ADSM's students and graduates.

Section 3 : Definitions

The following definition(s) apply to this Policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with proper guidance to enable them to make informed decisions regarding their learning and to support them in achieving their career aspirations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM is a business management school offering undergraduate and graduate programs. ADSM aims to provide its students with an appropriate level of guidance.

- 6.2. ADMS is committed to equip its students with a competitive advantage in the labor market by:
 - 6.2.1. Offering excellent education aligned with latest advancements in academia and industry.
 - 6.2.2. Enhancing the students' employability skills through interactive and engaging classes, workshops, seminars and other extra-curricular activities.
- 6.3. Student Guidance at ADSM shall focus on four (4) aspects:
 - 6.3.1. Recruitment Advising: prior to enrolling as a student at ADSM, and during which prospective students are advised on selecting the academic program that better suits their capabilities, background, and career aspiration.
 - 6.3.2. Academic Advising: during the students' academic journey at ADAM and aims to support students in maintaining a good academic standing and achieve most of their academic goals and objectives in line with the principles of the *Academic Advising Policy*.
 - 6.3.3. Career Advising: during the student's academic journey at ADSM and as alumni students after graduation and aims to assist students in their career planning and development in line with the principles of the *Career Services Policy*.
 - 6.3.4. Personal Counselling: during the student's academic journey at ADSM and aims to provide mental and emotional support to students in line with the principles of the *Student Counselling Policy*.

Section 7 : Procedures

- 7.1. The Academic Dean and Program Chairs shall organize a training workshop for the Student Recruitment team prior to the start of each recruitment cycle to ensure that the team is able to present accurate and comprehensive information to prospective students.
- 7.2. Student Recruitment shall collaborate with the Academic Dean and the Office of Student Affairs to provide guidance to prospective students at the recruitment stage to support them in making an informed decision. This may include, but is not limited to, the following:
 - 7.2.1. Organizing information sessions during which prospective students will have the opportunity to meet ADSM's faculty and administrative staff to enquire and obtain detailed information about the School.
 - 7.2.2. Arranging meetings with faculty members to discuss academic program details to ensure that applicants are well informed about the requirements of the program they intend to join.
- 7.3. Academic Advising is provided in accordance with the principles of the *Academic Advising Policy*.

7.4. Career Advising is provided in accordance with the principles of the *Career Services Policy*.

7.5. Personal Counselling is provided in accordance with the principles of the *Personal Counselling Policy*.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 427 – Student Guidance System Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed



5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Provision of personal counselling added.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Disadvantaged Students Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 411 – Student Finance Policy

ADSM P 415 – Student Counselling Policy

ADSM P 416 – Health Services Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

4.1 The purpose of this Policy is to set the guidelines for ADSM to support disadvantaged and physically challenged students via the allocation of human and financial resources.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

3.1 **Disadvantaged Student:** a student whose personal, health, social or economic circumstances affect his/her ability to study at ADSM in the School's standard form of delivery.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with an equal and fair opportunity to learn, by supporting them in overcoming any personal, health, social or economic disadvantages or challenges that may hinder their ability to learn.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall allocate the required human and financial resources to support Disadvantaged Students, and to provide them with an equal and fair opportunity to learn.
- 6.2. The Student Recruitment Team shall identify and conduct an in-depth analysis of the circumstances of prospective students who may be disadvantaged for some reason (e.g. geography, health, social, economic, etc.).
- 6.3. The Office of Student Affairs shall identify and conduct an in-depth analysis of the circumstances of enrolled students who may have become disadvantaged for some reason during their study at ADSM (e.g. geography, health, social, economic, etc.).
- 6.4. The Office of Student Affairs shall keep a record of Disadvantaged Students and ensure that they are provided with the required support, and an equal and fair opportunity to learn.
- 6.5. ADSM strictly prohibits discrimination against Disadvantaged Students in accordance with its *Code of Conduct Policy* and *Student Safeguarding Policy*, violations may invoke disciplinary actions, as applicable.
- 6.6. ADSM shall ensure that its campus is fully equipped for Disadvantaged Students who are physically challenged or have health issues, as set in the *Occupation, Environment, Health and Safety Policy*.
 - 6.6.1. The First Aid Room's registered nurse shall keep a record of students who are physically challenged or have health issues as per the *Health Services Policy*.
- 6.7. Disadvantaged Students for economic reasons are eligible to benefit from the Financial Aid Scholarship and/or the Remote Living Discount as stipulated in the *Student Finance Policy*.

Section 7 : Procedures

- 7.1. Students identified as Disadvantaged shall be referred to the Office of Student Affairs. The Office shall conduct an in-depth analysis of the student's circumstances, and make the necessary arrangements that may include the following measures:
 - 7.1.1. Advise the student on how to benefit from the Financial Aid Scholarship as stipulated in the *Student Finance Policy*, if the disadvantage is due to economic reasons.
 - 7.1.2. Design, in collaboration with the Director of Academic Programs, a flexible study plan.

- 7.1.3. Assign, in collaboration with the Academic Dean/Associate Dean of Undergraduate Programs, a dedicated Academic Learning Coach to support the student in his/her studies.
- 7.1.4. Ensure that the student's classes are scheduled in a suitable location that is accessible, if the disadvantage is due to physical challenges.
- 7.1.5. Advise students who are disadvantaged due to their geographical location on their right to benefit from the Remote Living Discount as stipulated in the *Student Finance Policy*.
- 7.1.6. Advise the student on the possibility of taking a Leave of Absence, as stipulated in the *Student Enrollment Policy*, if the disadvantage is due to personal reasons.
- 7.1.7. Assign a dedicated Student Affairs Officer to follow up regularly with the Disadvantaged Student to ensure that he/she is provided with an equal and fair opportunity to learn.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 428 – Disadvantaged Students Policy_v7.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025



Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : **Academic Support Center (ASC) Policy**

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

- 1.1 The purpose of this Policy is to:
- 1.1.1 recognize the necessity for the provision of support to students within the key functions of teaching and learning.
 - 1.1.2 realize that ADSM is actively implementing changes to improve students' teaching and learning across all programs.
 - 1.1.3 recognize the School's refinement of its support services to clearly demarcate the responsibilities of the Students Affairs and segregate it from the Academic Support provided by the Academic Support Center (ASC).
- 1.2 The Policy clarifies the functionalities, activities, and responsibilities of the ASC.

Section 2 : Scope and applicability

- 2.1 This Policy is applicable to and outlines how the ADSM ASC obtains personal information, how information is used and disclosed.
- 2.2 The Policy outlines how the ASC manages requests to help students become more successful through Academic Advising as a vital aspect of the students' learning experience.
- 2.3 The Policy also outlines the roles and responsibilities of all employees of the ASC.

Section 3 : Definitions

The following definition(s) apply to this Policy:

- 3.1 **Support:** An intervention aiming to assist learners/students/scholars in succeeding academically.
- 3.2 **Academic Support Center:** The unit that provides academic services for students and supports them to benefit from additional academic resources.



3.3 **Academic Support:** Refers to various teaching methods, services, or resources provided to support students in enhancing their learning progress, be on-par with peers, and meet the academic requirements of their program of study.

3.4 **Student-at-risk:** as defined in the *Academic Advising Policy*.

Section 4 : Policy Statement

4.1 ADSM strives to enhance the quality of its students' learning experience. In support of this, the ASC will aim to support students in achieving academic success. The ASC will support students to overcome any academic challenges they may face and will provide advising and skills' development opportunities utilizing ADSM's resources and services. The ASC will particularly support students of determination in overcoming any potential challenges.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall seek to follow the best international practices in academic advising.
- 6.2. ADSM ensures that each student is assigned an Academic Advisor as set in the *Academic Advising Policy*. Advising is an essential element of the credit-hour system, and Academic Advisors remain in close contact with students.
- 6.3. The ASC constitutes an environment in which academic assistance is provided to students to develop the knowledge base, skills, and strategies that will help them to become confident, independent, and active learners. ASC shall provide a range of individual consultations, workshops, and programs to help students identify and develop the academic skills they need for success in their studies.
- 6.4. The ASC is managed by the Academic Support Manager.
- 6.5. The ASC supports students to achieve academic success. This shall be accomplished in a proactive manner and a structured approach to enable students to determine their educational goals and achieve them. ASC will promote learning and skills development in a structured approach. ASC shall arrange advising sessions in an inclusive, empowering, and professional environment to allow students to take ownership of their learning.



- 6.6. The ASC shall employ a varied range of tools (e.g. coaching and developmental advising). When engaging with students, the ASC will offer various engagement forms such as one-to-one sessions and workshops.
- 6.7. ASC requests all Academic Advisors to submit an at-risk students list. ASC shall then contact at-risk students to offer support services and encourage them to benefit from ASC services to enhance their academic performance.

Section 7 : Procedures

7.1. Induction Provisions

- 7.1.1 The Academic Support Manager should provide induction of new students to the ASC for all cohorts at the point of entry and reach students that are deemed in difficulties to provide support. ASC will reach out to students to understand reasons of withdrawing from their programs of study and try to offer solutions.
- 7.1.2 The ASC's adopted approaches to induction should recognize and address the fact that induction is an ongoing process that extends beyond the first few weeks of a student's program of study.
- 7.1.3 The induction should be effective and be quality assured to ensure that students are supported throughout their time with ADSM. In addition, the ASC's induction process will ensure that students receive information to cover all aspects of the ASC provisions and experiences impacted by the ASC's team and services.

7.2 General Provisions

- 7.2.1 assurance that all students have access to ASC's services.
- 7.2.2 support for students facing academic challenges to enable them to reach their potential.
- 7.2.3 facilitation and encouragement of holistic academic and personal development.

7.3 ASC's Proactive Elements of General Provision shall include the:

- 7.3.1 promoting various forms of student support.
- 7.3.2 assurance that all students are aware of how to access support services.
- 7.3.3 enabling students' understanding of the ASC regulations.
- 7.3.4 assurance that students understand the processes and reporting procedures of the ASC to access its services in a timely and appropriate manner.
- 7.3.5 ensuring that the ASC supports ADSM's goals by providing skills training for students and Faculty.



7.4 ASC's Reactive Elements of General Provision shall include:

- 7.4.1 discussions with students concerning circumstances that may be affecting their progress and performance and providing advice appropriately.
- 7.4.2 provision of assistance to students for accessing support suitable to their specific circumstances as and when necessary.
- 7.4.3 providing specific individualized support as required.
- 7.4.4 providing basic skills training required for job applications and professional ethics.
- 7.4.5 offering appropriate advice and support on issues related to academic conduct (e.g. Plagiarism) according to the appropriate policies.
- 7.4.6 The ASC shall maintain confidentiality in accordance with ADSM confidentiality and data protection requirements and shall share such information only with authorized personnel.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Academic Support Manager shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 430 – Academic Support Center (ASC) Policy_v4.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Support Manager	
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/12/2021	Policy First Approved
1	04/07/2022	General review and Review Statement updated.
2	10/07/2023	Annual review completed
3	23/09/2024	Annual review completed.
4	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Student Council Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 100 – Standing Committees Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 410 – Student Activities Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 414 – Student Rights and Responsibilities Policy

ADSM P 429 – Student Representation Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that ADSM's students are represented by an active Student Council that allows them to effectively participate in the governance of ADSM.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Student Council:** a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and tasked with advocating the rights and interests of ADSM's student and conveying feedback to ADSM's management with an aim to enhance students' learning experience.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that its students are represented by two active Student Councils: Student Council for Graduate Programs and Student Council for Undergraduate Programs. It shall ensure that the Councils has the authority and mandate to contribute to enhancing the students' learning experience, voice students' concerns and safeguard the rights of all students while adhering to the applicable UAE laws and ADSM policies and procedures.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall ensure that the Student Councils are always active, by periodically reviewing its formation.
- 6.2. **Student Council Structure:** The Councils shall include a minimum of eight (8) current students, with membership structured as follows, with all members holding equal voting rights:
 - 6.2.1. At least one member for each program to ensure that all programs are represented in the Council.
 - 6.2.2. Five (5) to ten (10) members are elected from ADSM's student population.
 - 6.2.3. All Council members should be in a good academic standing and not have been subject to any disciplinary actions as per the *Student Disciplinary Policy*.
 - 6.2.4. During the first meeting of the Council's current formation, a Chair and Vice Chair are elected.
 - 6.2.5. The term of appointment for Council members is two (2) years or until the member graduates, whichever comes first.
 - 6.2.6. The Community Engagement Officer shall liaise between the Council and ADSM's management.
- 6.3. **Roles and Responsibilities of Council Members for each Council:**
 - 6.3.1. The Chair: leading Council meetings, acting as the main contact with ADSM's management, facilitating the nomination of designated Council members to join selected ADSM standing committees as set article 6.5 of this Policy, promoting partnership between ADSM's students' population and management, ensuring that all Council members are actively involved and reviewing the formation when necessary.
 - 6.3.2. The Vice Chair: responsible for supporting the Chair in carrying out his/her responsibilities, acting as the Chair and assuming his/her responsibilities as needed (e.g. if the Chair is absent).
 - 6.3.3. Student Representatives: as outlined in the *Student Representation Policy*.
 - 6.3.4. Council Members: be actively engaged and support Council activities.
- 6.4. The Council shall hold at least four (4) meeting during each academic year, and shall be attended by:
 - 6.4.1. The President.
 - 6.4.2. Academic Dean.
 - 6.4.3. Program Chairs.

- 6.4.4. Director of Student Affairs.
- 6.4.5. Representative(s) from other ADSM units, as deemed appropriate by the President.
- 6.4.6. Community Engagement Officer (Secretary).
- 6.5. The Student Councils' mandates are determined as follows:
 - 6.5.1. Support ADSM's Mission and Strategic Objectives.
 - 6.5.2. Enhance the learning experience of ADSM's students by providing constructive feedback to ADSM's management. This includes feedback on ADSM's policies.
 - 6.5.3. Promote research, scholarly activities, and academic integrity.
 - 6.5.4. Advocate for students' rights, act as their voice and foster an atmosphere of dialogue and cooperation between students and management.
 - 6.5.5. Inform students of their rights and responsibilities as per *the Student Rights and Responsibilities Policy*.
 - 6.5.6. Encourage students to be active members in ADSM's community and to participate in activities arranged by the School or embark on activities of their own as per the *Students Activities Policy*.
- 6.6. Members of ADSM's Student Councils shall not engage in any activities that may breach or violate UAE laws, ADSM's policies and/or ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.
- 6.7. Members of ADSM's Student Councils shall refrain from discussing Individual staff members; Individual students; personal complaints, grievances or appeals during Council Meetings.

Section 7 : Procedures

7.1. Formation

- 7.1.1. The Office of Student Affairs shall arrange the formation of the Student Councils.
- 7.1.2. The Office shall send an invitation to all eligible students to nominate themselves for the Councils' elected positions as per article 6.3.2. The nomination period shall be five (5) days.
- 7.1.3. The Office shall then arrange electronic voting for a period of five (5) days to confirm appointments.
- 7.1.4. The Office shall submit the proposed Council members, as outlined in articles 6.3.1 and 6.3.2 and based on the voting results to the President and Academic Dean for their approval.
- 7.1.5. The Office shall then arrange an initial meeting to elect a Chair and a Vice Chair.
- 7.1.6. The Office shall announce the Student Councils formation to all students.

7.2. Student Council Meetings

- 7.2.1. The Councils shall meet at least four (4) times per academic year.
- 7.2.2. The Office of Student Affairs shall determine meetings' dates, send out invitations and add them to ADSM's Quality Calendar.
- 7.2.3. The Community Engagement Officer shall record minutes of meetings, obtain members' approval and arrange for the Chair's signature as a true and accurate reflection of the meeting.
- 7.2.4. The Office of Student Affairs shall report any outcomes and recommendations of each Student Council Meeting in the subsequent Academic Council and Executive Committee meetings.

7.3. Council Formation Review

- 7.3.1. The Office of Student Affairs shall review the formation of the Student Councils at the end of the Fall and Spring terms/semesters to ensure that all members are still current students.
- 7.3.2. The Office of Student Affairs shall arrange to replace members who are no longer considered current students as per articles 7.1.2 to 7.1.6, with electing a Chair and Vice Chair as needed.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 431 – Student Council Policy_v5.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	



Approved by: Executive Committee

Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	07/03/2022	Policy first approved
1	04/07/2022	Articles 6.4 and 6.3.5 added, and Review Statement updated.
2	10/07/2023	Annual review completed
3	13/12/2023	Reviewed for the provision of an undergraduate program.
4	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
5	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Subject : Library Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 108 – Copyright and Intellectual Property Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 : Purpose

1.1 This Policy aims to set a framework to provide quality learning resources and academic services to ADSM's community including access to educational resources, users' training, orientations, academic learning coaching, referencing services, access to databases, internet access, photocopying and printing services.

Section 2 : Scope and applicability

2.1 This Policy applies to all users of ADSM's Library.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Physical Resources:** learning resources (e.g., Books, journals) available in the Library in printed format.
- 3.2 **Electronic Resources:** learning resources (e.g., Books, journals) available in a digital format either in the Library's database or through a subscription to another database.
- 3.3 **Textbooks:** Books required as mandatory readings in course syllabus.
- 3.4 **Reference Books:** either extra readings in course syllabus or recommended for research-related activities.
- 3.5 **General Collection:** learning resources (e.g., Books, journals) that are not directly listed in course syllabus.
- 3.6 **Library Resources:** all forms of learning resources are available in the Library.
- 3.7 **Circulation:** the process of borrowing the Library's leaning resources for a specific period.

- 3.8 **Librarian:** A qualified staff member responsible for providing services at the Library and supporting Users.
- 3.9 **Library Users:** ADSM's employees, current students, alumni or any other individual approved by ADSM management to use its Library.
- 3.10 **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.
- 3.11 **Weeding:** a process to eliminate worn out and outdated resources unnecessarily stacked.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students and employees with high quality Library services by ensuring that its Library is well organized and contains useful and appropriate resources.

Section 5 : Exclusions

- 5.1 None.

Section 6 : Principles

- 6.1 ADSM is a business management school offering undergraduate and graduate academic programs. ADSM shall provide Library resources to meet the needs of its diverse student population.
- 6.2 To meet the needs of its graduate students, ADSM's focus is on providing access to excellent digital resources as the majority of its graduate students are working professionals who visit the campus only during class hours. ADSM shall provide electronic resources that can be accessed by busy professionals from off-campus sites and further develop and extend each student's *QFEmirates* CoreLife Skills (Information, Organizing self and Technology (ICT)).
- 6.3 To meet the needs of its undergraduate students, ADSM shall provide sufficient and adequate Physical Resources and ensure that these resources are available and accessible to students.
- 6.4 ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in this region. ProQuest Business Premium Collection functions as the ADSM e-library and is the primary academic research and information source for students and faculty researchers. ADSM incorporates 'PDF Drive' to its e-library resources, a search engine for PDF files that is continually increased with additional material. The search engine had an inventory of over 76,403,073 eBooks.
- 6.5 The use of Library Resources shall adhere to the following:

- 6.5.1 Library Users must abide by the *Appropriate Use of Technology Policy*.
- 6.5.2 Library Users must use the available workstations for research, teaching and learning activities.
- 6.5.3 Library Users must abide by ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.
- 6.5.4 To ensure a safe environment, Library Users must adhere to the *Occupational, Environment, Health and Safety Policy* while using Library facilities.
- 6.5.5 Library Users must abide by the principles set by the *Copyright and Intellectual Property Policy*.
- 6.6 ADSM's Library shall strive to meet the needs of all Library Users; this includes but is not limited to:
 - 6.6.1 Circulation of Library resources.
 - 6.6.2 Provide printing services, as per the *Appropriate Use of Technology Policy*.
 - 6.6.3 Guide Library Users on the optimal utilization of Library resources.
 - 6.6.4 Provide Internet access.
 - 6.6.5 Access to Electronic Resources, including Multimedia.
- 6.7 General Rules:
 - 6.7.1 The Academic Dean shall set the general rules for using the Library in line with ADSM's related policies and procedures.
 - 6.7.2 These rules shall be made accessible to Library Users via channels such as the Student Handbook.
- 6.8 The Library's operation hours are set according to class schedules and to accommodate the needs of all Library Users.
- 6.9 ADSM shall maintain Library Resources as per the following principles:
 - 6.9.1 The Librarian shall manage and maintain Library Resources in collaboration with faculty with an aim to meet the needs of ADSM's academic programs and research activities.
 - 6.9.2 The Librarian shall follow best practices in maintaining and enhancing Library Resources in a cost-efficient manner.
 - 6.9.3 The Librarian will seek to enhance Library Resources by establishing collaboration agreements with other Libraries and information sources on a national, regional, or international level.
 - 6.9.4 The number of copies for each Library Resource is determined by the Librarian based on program and research needs.
 - 6.9.5 The Librarian may retire resources that are deemed defective or outdated.

6.10 Borrowing Library Resources:

- 6.10.1 The Librarian shall manage the borrowing process.
- 6.10.2 An official ID with a photo is required for borrowing resources.
- 6.10.3 Library Users are not allowed to loan Library Resources to a third party.
- 6.10.4 Library Users may not be allowed to borrow resources if they have outstanding fees or fines.
- 6.10.5 Library Users may not borrow two copies of one resource.
- 6.10.6 Library Users must adhere to permitted loan period.
- 6.10.7 Library Resources that are available in one copy will not be available for borrowing.
- 6.10.8 Borrowed Library Resources must be used in the UAE and may not be taken abroad.
- 6.10.9 Borrowing is subject to the following:

Books			
<i>Library Users</i>	<i>Loan Period</i>	<i>Number of Resources</i>	<i>Renewals</i>
ADSM Students	10 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1
Newspapers and Magazines			
All users	No		No
Audio Video Material			
All users	5 days maximum		No

6.11 Fines:

- 6.11.1 Violating the Borrowing procedure may result in applying fines.
- 6.11.2 The Academic Dean shall determine applicable fines.
- 6.11.3 Failure to adhere to the allowed borrowing period may result in accumulated fines, incurring the cost of replacement or suspending borrowing rights.

6.12 The Academic Support Manager may utilize the Library Resources to support students at the Academic Support Center, as follows:

- 6.12.1 Provide guidance on suitable resources in accordance with students' needs.
- 6.12.2 Utilize Library Resources during support sessions, in which they provide support in relation to academic writing, academic integrity, research skills, and other topics as deemed appropriate.

6.13 The Librarian shall contact ADSM faculty and one student from each ADSM programs as needed to form an ad-hoc 'weeding panel' to recommend retiring resources that are deemed defective or outdated. This ensures the viability and appropriateness of collection in the ADSM Library. Weeding results in providing more space to accommodate current and newly collected resources. The weeding criteria are as below:

6.13.1 Physical condition,

6.13.2 Versions exceeding the recent three editions of textbooks used in ADSM courses,

6.13.3 Duplicate and unused books,

6.14 Reference materials like Dictionaries, Atlases, Manuals, Handbook, Yearbook, Encyclopedia and other rare materials are not subject to weeding.

Section 7 : Procedures

7.1. **Collection Development Procedure:** ADSM library involves relevant stakeholders in developing its collections and ensuring currency and relevance to programs. This involves the Dean, Program Chairs, faculty and students.

7.1.1 Criteria: importance /relevance to the curriculum, demand by faculty and students, adequacy of scope, physical quality.

7.1.2 Methods of building resources: Request from faculty-staff and students, publishers' catalogue, book exhibitions, vendors list & publishers' catalogue.

7.1.3 Duplication of books: Usage as indicated by LMS; curriculum as suggested by faculty & user demand.

7.2. **Weeding Procedure:** this procedure eliminates the worn out and outdated materials which are no longer necessary. This process takes place once every three (3) years with the involvement of ADSM stakeholders.

7.2.1 For the process of weeding a panel will be formed by the Academic Dean with stakeholders to participate in the weeding process.

7.2.2 The panel shall present its finding to the Academic Dean with ten (10) days of its formation.

7.2.3 Based on the Academic Deans' approval, the Librarian shall implement the Weeding Procedure and eliminate any worn out or outdated materials which are no longer necessary.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Librarian shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 601 - Library Policy_v8.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Librarian	
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	01/02/2021	Annual review completed; Policy Owner changed to be the appointed Academic Support Manager
2	06/09/2021	Mapping to ESG 2015 Standards, Policy Owner changed to be the Librarian.
3	14/10/2021	Policy updated to remove the role of the Library Committee.
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	08/09/2023	Weeding and Collection Development procedures added.
7	13/12/2023	Reviewed for the provision of an undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions referenced.
9	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Appropriate Use of Technology Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 219 – Confidentiality Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 604 – Equipment and Software Technology Support Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary policy

ADSM P 115 – Code of Conduct Policy

Section 1 : Purpose

1.1 This Policy aims to provide a framework for the appropriate use of ADSM Information Technology (IT) systems and services that effectively supports the mission and learning objectives of the institution. The policy seeks to make ADSM Information Technology users aware of what constitutes acceptable use of ADSM systems and services and their rights, responsibilities and restrictions while using ADSM Information Technology systems and services.

Section 2 : Scope and applicability

2.1 This policy applies to all students, faculty and staff at ADSM. The policy shall also apply to visitors or contractors who use ADSM IT systems and services.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **User:** A “user” is any person who is authorized to use ADSM IT systems and services. A user will normally have a user account assigned to them and are usually members of ADSM community.

3.2 **IT Systems:** IT Systems include all computer hardware, software, data and telecommunication devices owned, managed or operated on behalf of ADSM.

Section 4 : Policy Statement

4.1 ADSM strives to clearly define for all its community members what are acceptable and unacceptable uses of the ADSM technology resources and infrastructure. The policy seeks to ensure that the School's infrastructure is being used in support of the institutional mission of teaching, learning and research. ADSM does not tolerate the abuse and misuse of its technology infrastructure, and the policy establishes processes for addressing misuse of IT infrastructure and the penalties for such violations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. General Principles (See *Code of Conduct Policy*)

- 6.1.1 ADSM expects all Users to adhere to the *Code of Conduct Policy* when using technology resources. This includes using computers, Email, and network services. The use of technological resources should be appropriate to an educational environment. It should be effective, ethical and efficient manners. ADSM provides technological resources for learning, teaching, research and administrative activities to support the School's functions.
- 6.1.2 The misuse of technology resources will have a negative impact on all Users. ADSM expects Users to adhere to the standard morals and ethics when using technology resources.
- 6.1.3 Access to technology resources is a privilege that ADSM grants to its employees and students.
- 6.1.4 ADSM may restrict or terminate access to technology resources for any User because of misuse. This includes but is not limited to violating license agreement terms non-compliance with applicable laws and regulations, causing damage or loss, and violating the rights of a third party. ADSM reserves the right to demand coverage of any costs incurred as a result of misuse.
- 6.1.5 Technology resources are not used to violate the privacy of individuals, ADSM's *Confidentiality Policy*, *Copyright and Intellectual Property Policy* or related laws.
- 6.1.6 Any information created by or stored on ADSM's systems is considered property of ADSM. This includes, but is not limited to communications, electronic information, telephone data.

- 6.1.7 ADSM expects Users to utilize its technology resources for job-related purposes. If used for personal purposes, it should be within reasonable limits and with respect to ADSM's policies and procedures.
- 6.1.8 ADSM's licensed technology and information resources are intended for use by Users within ADSM for job-related purposes and may not be used for other purposes.
- 6.1.9 Communication services, such as networks and telephones, should be used for job-related purposes and may not be amended beyond their expected use. This applies to all communication hardware. Users should refer to the *Equipment and Software Technology Support Policy* required modifications.

6.2. Authorized Use of IT Systems

- 6.2.1. Users are expected to utilize ADSM's IT systems in the way they are authorized and intended to be used. Users must use IT systems conscientiously, consider the rights of other Users, adhere to license agreements, where applicable, consider security and confidentiality aspects (e.g. changing and not sharing passwords, logging off, locking screens).
- 6.2.2. Users must exercise caution while dealing with confidential School data. They should not be stored on personal devices or external storage devices. They should be stored on School network drives which are backed up and for which access is controlled by the IT unit.
- 6.2.3. Users should handle IT systems with care and will be held accountable for damage to IT systems, and the School reserves the right to recover the costs associated with the damage. Users are not expected to move IT equipment without authorization from the IT unit. Users are required to report any such damage to the IT unit.
- 6.2.4. Users should exercise restraint while using shared IT resources and must refrain from use that excessively increases network traffic.
- 6.2.5. Users are permitted to access only those IT Systems of the School for which they have been granted authorization to use. Users should not attempt to access other users' accounts or find out their passwords. Users must not share their account details with other users and will be held accountable for any activity arising from their account.

6.3. Monitoring of IT systems

- 6.3.1. ADSM reserves the right to monitor or intercept any of its IT systems, with or without notice, including but not limited to system logs, visited web pages, emails, network accounts or any other data on any of its computer or telecommunication systems.

6.3.2. Monitoring or intercepting of IT devices may be initiated in response to the following reasons:

- Safeguarding the School from liability.
- Complying with requirements or investigating violations of applicable UAE laws, regulations, or School policies.
- Preventing or detecting potential criminal activities.
- Investigating or detecting unauthorized use of telecommunication systems.
- Ensuring that use of IT systems is business-related.
- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed interrupting network operations.

6.3.4. ADSM reserves the right to maintain audit records and logs of Users' activities on its IT systems, including computers, for security and/or legal purposes.

6.3.5. ADSM reserves the right to take appropriate action including reporting to the Police in case of identification of any activity considered to be unlawful activity on its IT network.

6.4. **Copyright Rules** (See *Copyright and Intellectual Property Policy*)

6.4.1. Users are required to comply with applicable UAE legislation on copyrights, ADSM Copyright Policy and the copyright requirements of software or data used.

6.4.2. Unauthorized copying and usage of School's digital resources may lead to disciplinary action.

6.4.3. Users are not allowed to download onto School computers materials that may cause potential infringement of copyrights. Users must not install software on School computer software that is not licensed for use by the School. Users must contact IT staff if they require any software to be copied for teaching or research purposes.

6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the President.

6.5. **Inappropriate Use**

6.5.1. Users must not delete, alter or cause damage to any School software and/or hardware.

6.5.2. Users must not engage in activities that will compromise ADSM IT security systems.

6.5.3. Users must abide by the *Copyright and Intellectual Property Policy* when accessing and using information and other materials.

- 6.5.4. Users must not use ADSM computing systems for storage, creation, downloading or dissemination of material that is of a threatening, harassing, defaming or intimidating nature. Examples include offensive, hateful, violent, discriminatory, obscene or indecent images or material.
- 6.5.5. Users must not undertake any hacking activities and should not distribute or launch computer viruses, worms, or other rogue programs.
- 6.5.6. Users are prohibited from impersonating or misrepresenting one's identity.
- 6.5.7. Users must refrain from activities that violate ADSM's contractual obligations including within software licensing agreements.
- 6.5.8. Users must not engage in activities that will potentially disrupt the work of other users or will prevent them from accessing ADSM IT systems and services.
- 6.5.9. Users shall not attempt to gain access to data or systems that they are not authorized to use.
- 6.5.10. Users must avoid sending unwanted e-mail such as chain letters, jokes, or unwanted attachments.
- 6.5.11. Users must not send emails with materials that constitute violation of copyright laws or other School policies or are offensive in nature.
- 6.5.12. Users must not forge email messages and emails can be sent on behalf of other users only with their explicit permission.
- 6.6. Complaints of Alleged Violations:** If a staff member or student believes that they have been subject to an alleged violation of this policy or have observed a violation of this policy may report the violation along with applicable evidence as per the reporting procedure outlined in article 7.1.
- 6.7. Penalties of Violations:** Violations of this policy are governed by the school's disciplinary policies including the *Faculty and Staff Discipline Policy* and *Student Disciplinary Policy*. A range of penalties may be imposed depending on the severity of violations. Penalties include, but are not limited to:
 - 6.7.1 Temporary or permanent suspension of user's right to access ADSM IT systems.
 - 6.7.2 Remove materials uploaded by the user.
 - 6.7.3 Depending on the severity of the violation, ADSM may choose to report the violation to the Police or other law enforcement agencies.

Section 7 : Procedures

7.1. Reporting Policy Violation



7.1.1. If a staff member is aware of violation of this policy or has been adversely affected by an alleged violation, the staff member must report the violation to their direct supervisor and the IT Unit. The staff members must provide any evidence that they have of the alleged violation.

7.1.2. A student who is subject to or is aware of a violation of this policy should report the matter to the Academic Dean, who shall forward the complaint to the IT Unit for investigation.

7.2. Alleged violations will be first investigated by the IT Unit.

7.3. The outcome of the investigation will be forwarded to the relevant Disciplinary Committee for investigation and action in accordance with the provisions in the relevant policy, as stated in article 6.7.

7.3.1. The Disciplinary Committee may invite the IT Unit staff to participate in the meeting(s) investigating the alleged violation.

7.3.2. The Committee may decide to dismiss the allegation or impose one of the penalties as stated in section 6.7 of this policy or as per the relevant policy.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The IT Unit shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 603 - Appropriate Use of Technology Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: IT Unit	<i>Riyas Payyoorayil</i>



Approved by: Executive Committee

Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	23/09/2024	Annual review completed; owner changed to be Director of IT.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT



Policy Name : Research Support Policy

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM Initial Licensure Submission Documents, 2010

ADSM P 324 – Graduate Faculty Status Policy

ADSM P 701 – Ethical Research Policy

ADSM P 706 – Funding for Conference Participation Policy

ADSM P 707 – Course Release Policy

ADSM P 708 – Publications Reward Policy

ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set the support framework ADSM has established for its faculty to engage in research activities, and to outline the provision of supervision, technical facilities, advice and appropriate resources or reference materials for the enabling of effective students' and employees' research.

Section 2 : Scope and applicability

2.1 This policy applies to all ADSM's faculty, students, and staff involved in research activities.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **RIF:** Research Incentive Fund.

Section 4 : Policy Statement

4.1 As a business management school, ADSM strives to foster research activities by providing its faculty, students, and staff engaging in these activities with the full support they need.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall outline the procedures and mechanisms for securing research support for its academic staff.
- 6.2. ADSM's up-to-date and approved Research Strategy shall guide the principles of this Policy.
- 6.3. **Grant Application Support:** ADSM shall provide its faculty with opportunities to apply for research grants and shall support them in their application to grants at local and international levels. The Research Committee shall support faculty in their efforts.
- 6.4. **Research Incentive Fund (RIF):** ADSM shall provide its faculty with opportunities to receive RIFs. The Research Committee shall offer these RIFs to faculty annually, and faculty may compete to be awarded. The aim of RIFs is to promote a research culture at ADSM to create "new knowledge" in management, its implementation, and impact on local and international levels. RIFs are awarded for one (1) to two (2) year projects and may be awarded to individuals or interdisciplinary teams.
- 6.5. **Participation in Conferences:** ADSM encourages its faculty and supports them to participate in conferences. This may be for a faculty member to present research findings or to attend, in the latter case justification is required. This is governed by the *Funding for Conference Participation Policy*.
- 6.6. **Course Release:** research-active faculty may be granted course release when publishing in Scopus-indexed journals and/or high impact factor journals. Priority is given to faculty who have received external research grants. Course release is governed by the *Course Release Policy*, and it is subject to the President's approval.
- 6.7. **Promotion:** Faculty may be eligible to apply for an academic rank promotion, as set in the *Faculty Promotion Policy*. Promoted faculty will be compensated as set in the *Compensation and Benefits Policy*. The amount of the increase is determined by the President in consultation with HR and Finance units.
- 6.8. **Compensation for Publications:** Faculty may be eligible to receive financial compensation for research output instead of, or in addition to course release. In collaboration with a faculty, the Academic Deans and the President will determine the compensation mix, which serves the best interest of ADSM.
- 6.9. **Special Research Time Allocation:** research-active faculty may be allocated a maximum of three (3) credit hours of their workload for special research projects per term. This shall not exceed twelve (12) credit hours per year. Noting that ADSM's Graduate Level Faculty have time allocated for research with a maximum workload of eighteen (18) credit hours per year. Faculty must apply to the Research Committee to obtain a recommendation from the Academic Dean followed by a final approval from the President.

- 6.10. **Faculty Research Expectations:** Faculty shall abide with the expectations per academic year as indicated in the *Graduate Faculty Status Policy*.

Section 7 : Procedures

- 7.1. **Research Incentive Fund Grants:** Grants from the Research Incentive Fund shall be awarded to faculty through an annual grant cycle. The procedure involves application submission during the first term/semester, and an awarding of grants during the second term/semester. Submissions should be made before December to the Research Committee who will recommend to the Academic Dean and President to award grants upon their merits by February. Special attention will be given to RIF proposals that align with Abu Dhabi's Policy Agenda, entrepreneurship, and the ADCCI's mandate to support a healthy and robust private sector. Collaborative research with faculty from other research institutions will be highly encouraged.
- 7.2. **Conference Attendance:** Applications for conference attendance should be submitted to the Research Committee using ADSM's Conference Attendance Form. The Research Committee will review the submission and will provide a recommendation to the Academic Dean and President, who has final approval. Refer to the *Funding for Conference Participation Policy*.
- 7.3. **Course Release:** Faculty can request for course release from the Academic Dean through a formal request. The Dean shall forward to the President for consideration, as per the *Course Release Policy*.
- 7.4. **Proof of Research Active Status:** Research active faculty publish frequently in the Journal List published by the Research Committee, and at conferences and workshops. The faculty's status as research active is determined during the annual performance review process. The faculty expectations are agreed with the Academic Dean during the yearly workload agreement at the start of the academic year.
- 7.5. **Databases and Software:** Faculty may request support to acquire software and/or databases to support research activities. These are considered based on the research merit and its impact on School's mission, as well as budget and other constraints.
- 7.6. **Knowledge dissemination:** Faculty can request information for any research funds availability, research initiatives and collaborative partnerships that support ADSM mission and its strategic goals. The faculty have the right of free pursuit and dissemination of knowledge which serves the best interest of ADSM.

7.7. **Intellectual property rights:** IP ownership of tangible and intangible outcomes of research that result from internal or external funded research projects shall reside with the school. ADSM makes it imperative to abide by all UAE laws and regulations governing intellectual property rights.

7.8. **Area of support:** ADSM shall recognize only publications associated with business and management studies as part of its research output and to contribute towards the total research productivity.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Research shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 700 - Research Support Policy_v12.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	// <i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated in accordance with Compliance Indicator 1 of the Framework for the Compliance Inspection of Higher Education Institution – 2020



2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	03/01/2022	P 708 reference in article 6.9
5	07/03/2022	Article 6.10 added to identify research expectations
6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed
8	01/08/2023	Article 6.10 amended and article 7.8 added
9	19/10/2023	Reference to P 324 – Graduate Faculty Status Policy added in article 6.10.
10	13/12/2023	Reviewed for the provision of an undergraduate program.
11	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.
12	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

END OF DOCUMENT

Policy Name : Ethical Research Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set the guidelines for ethical approval process at ADSM in relation to research activities. This includes the general framework, application, approvals and appeals.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Child:** an individual below the age of 18 years, as defined by the United Nations Convention on the Rights of the Child (1989).
- 3.2 **Protected Group:** ADSM considers any individual below the age of 18 as a Protected Group member.
- 3.3 **Harm:** in relation to research, ADSM defines Harm as a deliberate or unintentional physical or mental damage inflicted by a researcher on an individual participating in research activities, e.g. causing distress, fear, extortion or causing damage to property of others.
- 3.4 **Participant:** an individual providing data for research.
- 3.5 **Vulnerability:** an individual is considered vulnerable if they are members of a Protected Group, has diminished capacity, dependent on others, etc...

Section 4 : Policy Statement

4.1 ADSM seeks to provide clear guidelines on maintaining the ethics of its research activities. This includes ensuring that any research activity entailing the participation of students or employees undergoes an ethical review. This Policy will determine the ethical boundaries ADSM commits to while prompting creativity, innovation, research and scholarly activities.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM will ensure that all research and scholarly activities abide with the highest level of ethical standards, this entails fostering values of respect, equality, impartiality and trust.
- 6.2. Research activities will be subject to an ethical review, in case ethical concerns are raised (e.g. plagiarism).
- 6.3. ADSM's faculty and employees must demonstrate responsible and ethical conduct in research activities, with honesty as a core value, and to consider ethical implications of their research and properly address issues such as honesty and objectivity, intellectual property, social responsibility, confidentiality, non-discrimination and the applicable UAE laws and regulations.
- 6.4. Participants have the right to withdraw their consent to participate in a research activity. As applicable, Participants must be informed of the date(s) after which they cannot withdraw their consent.
- 6.5. Researchers must exert all possible efforts to protect themselves and Participants from any Harm during research activities. The risk of Harm must be reduced to the minimum level possible.
- 6.6. Researchers must adhere to and respect the applicable UAE laws and regulations, in addition to any applicable international laws when engaging in research activities.
- 6.7. Informed consent ensures that Participants are totally aware of any Harm that may result from their participation in research. Informed consent ensures that the participants do not feel humiliated, mistreated or manipulated, humiliated by researchers. Full consent of the participants should be attained in advance of the research unless there is a very strong rationale for a no consent requirement. All information likely to sway participants' decision on taking part in the research should be given to them well in advance of securing their consent. The researcher should ensure that he/she allows participants to ask all the questions they have before securing their consent. Where the study involves more than a one-off research interaction, such as the case in the use of longitudinal research methods, it may be pertinent that the researcher secures approval from participants at more than one point during the study.
- 6.8. Researchers must identify the Vulnerability of Participants prior to conducting research. This may result from Participants being considered a Protected Group, being unable to give consent due to diminished abilities, or as a result of bereavement or mental illness. Vulnerability may also result from a Participant's

employment or immigration status, or freedom of information in the work environment. If a Participant is deemed Vulnerable, consent to participate must be granted from a legal guardian.

- 6.9. Researchers must determine the confidentiality level of their research prior to engaging in any related activity. Research activities shall be conducted, and findings published in a manner that protects Participants' identity and data, unless otherwise agreed upon. Participants' clear and informed consent must be obtained in cases where confidentiality cannot be maintained due to the nature of the research.
- 6.10. Participants' engagement in research activities must be based on their interest, not due to possible monetary or other incentives.
- 6.11. The Research Committee is responsible for completing a comprehensive ethical review of all research proposals to ensure that the rights, dignity, and wellbeing of animal as well as human subjects are adequately protected and that the matters of confidentiality and data protection are respected.
- 6.12. ADSM nurtures research that integrates and demonstrates principles of sustainability through the ethical use of resources and protection of the environment.
- 6.13. ADSM promotes integrity in scholarly research and publication addressing authorship of copyrights and author contribution as per the requirements of peer-reviewed Scopus-indexed journals. The authors should keep a record of copyrights and contribution for each paper submission.

Section 7 : Procedures

- 7.1. Any research with potential ethical concerns shall be reviewed by the Research Committee.
- 7.2. The Research Committee shall establish and announce a meeting schedule to review research applications that require ethical approval.
- 7.3. The Research Committee must make a decision in regard to an ethical approval within four (4) weeks from receiving an application. The Committee may hold impromptu meetings to process applications.
 - 7.3.1. The Chair must ensure that all applications are thoroughly scrutinized.
- 7.4. If the research proposal is submitted by a member of the Research Committee, this member shall not participate in meetings in which his/her proposal is being reviewed.
- 7.5. The Research Committee must maintain a record and an archive of all submitted proposals. These may be made available for audit purposes or as requested by regulators and accreditation bodies.
 - 7.5.1. The Research Committee shall maintain the records and archive for a minimum of three (3) years.

- 7.6. In case a research proposal is rejected by the Committee, the rejection justification must be documented, and the applicant(s) must be informed, and provided with an opportunity to resubmit, if appropriate.
- 7.7. If an adverse event occurred during research activities, it must be reported to the Research Committee's. The Research Committee reserves the right to terminate any research approval at any stage.
- 7.8. If any form of research misconduct is detected (e.g. plagiarism or fabrication), the research project will be ceased. The Research Committee will then provide the applicant(s) with a detailed report within seven (7) days. The report must include termination justification and details.
 - 7.8.1. Applicants are not allowed to submit appeals in such cases.
 - 7.8.2. Applicants may submit a complaint to the Research Committee's Chair.
 - 7.8.3. The Research Committee must provide applicants who submit complaints with a detailed report addressing their complaint within fourteen (14) days of receiving it.
- 7.9. All clearance granted by the Research Committee to students and researchers shall be terminated by the Committee if a breach of the clearance granted occurs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Research shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 701 – Ethical Research Policy_v8.0.

Section 10 : Review Statement

- 10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	// <i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	07/03/2022	Article 6.13 added
5	04/07/2022	General review and Review Statement updated.
6	01/08/2023	Article 6.11 added
7	23/09/2024	Annual review completed.
8	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

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Policy : Student Involvement in Research Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

Student Handbook

ADSM P 410 – Student Activities Policy

ADSM Research Strategy

Section 1 : Purpose

1.1 This Policy aims to provide clear guidelines for students' participation in research activities at ADSM.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide a framework for students to participate in research activities such as collaborating with faculty on publications, participating in conferences, seminars or workshops, joint research projects or research competitions. ADSM shall seek to provide its students with appropriate training and provide them with opportunities to participate in research activities.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM encourages its faculty and students to engage in research activities of quality and national interest.

6.2. ADSM shall foster and create opportunities for students to participate in research activities. This includes, but is not limited to joint research initiatives, conferences, seminars and research competitions.

- 6.3. ADSM shall motivate its students to publish research papers in collaboration with faculty members, by supporting them to participate in research related conferences and seminars.
- 6.4. ADSM shall allocate an appropriate budget to support student participation in research as detailed in *ADSM Research Strategy*.
- 6.5. ADSM through its programs provides research training for all of its students. All programs have a research component.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall announce research activities and events to all students in coordination with the Director of Research.
- 7.2. Students may form a research related club in accordance with the principles of the *Student Activities Policy*.
- 7.3. Students are eligible to receive funding support to participate in scientific conferences, training workshops and research competitions, subject to the following:
 - 7.3.1 The research activity should be in line with ADSM Research Strategy.
 - 7.3.2 Students must submit supporting documents to attend conferences or other research events. This may include a letter of invitation, event agenda, and required budget, as applicable.
 - 7.3.3 Students should submit the request to participate in writing to the Director of Research through their Academic Adviser.
 - 7.3.4 The Director of Research shall review the request, and recommend it to the Academic Dean, if approved.
 - 7.3.5 The Academic Dean shall then obtain the President's approval.
 - 7.3.6 Subject to the President's approval, the Office of Student Affairs shall make all arrangements.
 - 7.3.7 Participating students shall present the outcomes of their participation to other students and faculty through a Research seminar in coordination with the Director of Research.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 702 – Student Involvement in Research Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	04/07/2022	General review, and Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

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Policy Name : Funding for Conference Participation Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards. ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : Purpose

1.1 This Policy aims to set a framework for providing ADSM faculty with financial support to participate in international scientific conferences, research and professional development events and activities.

Section 2 : Scope and applicability

2.1 This Policy applies to ADDSM's faculty and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines on conference participation and application process for faculty members, including the eligibility criteria, required supporting documents, applicable funding and summary report.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Research-active faculty members and students are entitled to apply for part- or full-final support to participate in international conferences and other research events. This should be used to cover expenses, including, but not limited to air ticket, accommodation, and registration fees for an amount not exceeding (10,000) AED.

- 6.2. Only faculty members who completed the probation period are eligible for conference funding.
- 6.3. Faculty members should submit supporting documents as evidence of the requested funding. This could include but is not limited to air ticket and accommodation costs, and registration fees.
- 6.4. Faculty's application for funding should contain information related to the quality of conference, such as if it is ranked as ABC (ERA list) (available at <http://www.conferenceranks.com/>) or other appropriate ranking list (to be reviewed and verified by the Director of Research).
- 6.5. The Director of Research will assign a higher weight for the participation of a faculty in a conference that publishes the paper presented in conference proceedings listed in Scopus.
- 6.6. To apply for approval, faculty members need to submit a written request at least eight (8) weeks before the date of the event.

Section 7 : Procedures

- 7.1. To request funding for conference participation, faculty members should submit a written request to the Research Committee, subject to the following:
 - 7.1.1 provide all supporting documents including conference/event agenda, invitation, evidence of paper presentation, and evidence of publication of proceedings, as applicable.
 - 7.1.2 Based on the outcome of the Committee's review, the Director of Research shall submit the request to the Academic Dean for approval.
 - 7.1.3 The Academic Dean shall review the request and submit it to the President for final approval.
 - 7.1.4 Subject to the President's approval, the Academic Dean shall notify the Director of Research and the Human Resources Office to make the required arrangements.
 - 7.1.5 The participating faculty should submit a summary report on the event, maximum two (2) pages, to the Director of Research, two weeks following the event.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Research shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 706 – Funding for Conference Participation Policy_v7.0.



Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Research	// <i>Valerie Jean Lindsay</i>
Recommended by: Academic Council	Reviewed and Recommended on 07/11/2025
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	Policy scope updated to include students.
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.
7	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

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Policy Name : **Community Engagement Policy**

Related : MOHESR Outcome-based Evaluation Framework (OEF), MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 302 – Academic Program Advisory Committee(s) Policy

ADSM P 410 – Student Activities Policy

ADSM P 421 – Alumni Relations Policy

ADSM P 408 – Career Services Policy

ADSM Strategic Plan 2021 - 2025

Section 1 : Purpose

1.1 The purpose of this Policy is to establish a framework by which ADSM can develop collaborative external partnerships that yield mutually beneficial outcomes for the community it belongs to, and for all the institution's faculty, staff, and students.

Section 2 : Scope and applicability

2.1 This policy shall apply to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Community Engagement Committee:** a standing Committee comprised of external and internal stakeholders, including the Director of Student Affairs who shall act as the Chair.

3.2 **Community Engagement Officer:** a dedicated staff member within the Office of Student Affairs, whose main focus is establishing internal and external relationships, facilitation, and/or delivery of ADSM's community engagement activities that involve direct contact with ADSM's community.

3.3 **Community Engagement Strategic Plan:** a plan developed to engage with the community, identify opportunities that positively contribute to maintaining productive relationships with the community, and promote the School's activities and services in line with its up-to-date and approved Strategic Plan.

- 3.4 **Community Engagement Operational Plan:** a specific Operational Plan that includes goals, objectives, KPIs, time frames for action and targets linked to the annual budget and monitored on a quarterly basis.
- 3.5 **Community Engagement Calendar:** an events calendar that comprehensively lists all activities and events planned under the Community Engagement Plan.
- 3.6 **Community Engagement Evaluation:** a periodical process to measure, evaluate and improve the effectiveness of the Community Engagement Program.
- 3.7 **Academic Program Advisory Committees:** advisory committees formed for each academic program at ADSM and comprised from representatives of various employers within the community.

Section 4 : Policy Statement

- 4.1. As an institution, ADSM shall develop mechanisms to maintain productive relationships between its faculty, staff, and students, and the community it belongs to, including but not limited to, employers, other education providers, and alumni.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. To provide a student-centric approach, a Community Engagement function will be contained within the Office of Student Affairs, with a Community Engagement Officer reporting directly to the Director of Student Affairs. However, ADSM shall engage with its wider community through channels established by other units. This includes, but is not limited to:
 - 6.1.2 Engaging with other HEIs through the activities of the Academic Dean and Director of Research.
 - 6.1.2 Providing professional development opportunities to the wider community through the activities of the Director of Enterprise Engagement and Continuing Education as set in the *Continuous Education and Lifelong Learning Policy*.
- 6.2. ADSM shall create a specific Community Engagement Strategic Plan that cascades from its up-to-date and approved Strategic Plan.
- 6.3. A Community Engagement Operational Plan shall then be created to monitor progress.

- 6.4. The Community Engagement Committee shall ensure that ADSM's Community Engagement activities are in line with its Community Engagement Strategic Plan.
- 6.5. The Community Engagement Officer shall prepare a Community Engagement Calendar for each Academic Year, it shall include events and activities that aim to develop and maintain productive relationships with the community with a student-centric approach.
- 6.6. The Community Engagement Calendar shall take into consideration events and occasions that are within an educational context, and/or relevant to the UAE community. This includes events that focus on students' career development, as stipulated in the *Career Services Policy*.
- 6.7. The Community Engagement function will focus on activities and events that advance the mission of the School and should overlap with and reinforce the School's key functions, teaching, learning and research.
- 6.8. Faculty and staff are expected to positively contribute to the community engagement initiatives of ADSM. This may take different forms based on employee interest and time commitments. Examples of activities include membership in professional organizations in one's discipline, particularly in leadership roles, serving on boards of schools, organizing conferences, delivering lectures and disseminating knowledge that is beneficial to the community, organizing events to promote public awareness, applying one's academic expertise in the local community, undertake activities to support research initiatives in the community etc. Structured opportunities shall be provided for faculty, staff, and students, to provide input and feedback regarding the proposed events and activities, via the Community Engagement Survey, and any other appropriate channel.
- 6.9. The members of each Academic Program Advisory Committee shall be appointed in accordance with the principles of the *Academic Program Advisory Committee(s) Policy*.
- 6.10. Program Advisory Committees will serve as a conduit between ADSM and its community of employers and will focus on engaging with employers and interlinking with community organizations, associations and institutions, to facilitate the accomplishment of the relevant program's educational goals.
- 6.11. ADSM considers its alumni as an important constituent of its community and will actively engage with the community by organizing events, providing opportunities for alumni professional development and developing a platform for alumni networking, as per the *Alumni Relations Policy*.
- 6.12. The Community Engagement Strategic Plan shall be reviewed and updated annually to ensure its relevance and ability to achieve the required outcomes.

- 6.13. The Community Engagement Officer shall be responsible for conducting an annual critical self-evaluation and presenting the results to the Director of Student Affairs.
- 6.14. The Director of Student Affairs shall work with the Community Engagement Officer to update the Community Engagement Calendar to take into consideration the input from faculty, staff and students.
- 6.15. The Community Engagement Officer will facilitate the implementation of the activities and events under the supervision of the Director of Student Affairs.

Section 7 : Procedures

- 7.1. The Academic Dean and the Director of Student Affairs shall prepare a Community Engagement Strategic Plan that cascades from ADSM's up-to-date and approved Strategic Plan. Based on which a specific Community Engagement Operational Plan shall be created to monitor progress.
 - 7.1.1 The Community Engagement Operational Plan must include goals, objectives, KPIs, time frames for action and targets which are linked to the annual budget and monitored on a quarterly basis.
- 7.2. The Executive Committee must approve the Community Engagement Strategic Plan and resulting Operational Plan prior to implementation.
- 7.3. The Community Engagement Committee shall meet at least twice each academic year:
 - 7.2.1. The first meeting shall occur prior to the start of the academic year and shall aim to set the direction and objectives of the Community Engagement function.
 - 7.2.2. The second meeting shall occur towards the end of the second term to evaluate the implementation of the Community Engagement activities and make any necessary changes.
 - 7.2.3. The Committee should meet more frequently and as needed to ensure that ADSM's Community Engagement objectives are met.
- 7.4. The Community Engagement Officer shall create a Community Engagement Calendar, coordinate the various activities, measure the satisfaction with and evaluate the effectiveness of these activities, and prepare an improvement plan to the Director of Student Affairs for Approval.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.



Section 9 : Cancellations

9.1. Approval of this policy cancels P 901 - Community Engagement Policy_v6.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Reviewed and Approved on 07/11/2025

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	01/02/2021	Policy reviewed and updated to reference Continuous Education and Lifelong Learning Policy.
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Policy reviewed to include a mandate to create a Community Engagement Strategic and Operational Plans. Review Statement updated.
4	10/07/2023	Annual review completed
5	23/09/2024	Annual review completed.
6	07/11/2025	Annual review completed.

Next scheduled review: 07/11/2026

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