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ABU DHABI SCHOOL OF MANAGEMENT

Bachelor of Science in Management 'BScM'

Comprehensive Program Specification Document

Academic Year
2026 - 2027

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1.0 Program General Information

Program Title:	Bachelor of Science in Management		
Program Code:	BScM		
Authoring Team:	Head of General Education / Chair of Undergraduate Studies		
Academic Unit:	Academic Affairs - BScM	**Head of General Education:** **Chair of Undergraduate Studies:**	Dr.Razan ELMasri Dr. Reem Albayari
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1.1 Program Description

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 incorporating emerging digital technology courses, setting it apart as a unique undergraduate management program in the UAE. Graduates are prepared to meet QFEmirates' level 6 criteria and align with international best practices. They will comprehend, execute, and address challenges, enabling them to make or recommend decisions that achieve desired outcomes. The program provides three curriculum pathways within the same Bachelor of Science in Management degree: the General Management Stream, the AI and Digital Technologies Concentration, and the Digital Marketing Concentration. All pathways share the same Program Learning Outcomes and common management foundation.

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.

1.2 Employer Engagement

ADSM seeks to achieve effective, beneficial and sustainable engagement with employers to meet their current and future workforce development needs. These will satisfy the aspirations of employees and help meet the targets set by the Abu Dhabi Vision 2030.

ADSM's association with the Abu Dhabi Chamber of Commerce and Industry 'ADCCI' has set the trajectory of the BScM program to fulfill the needs of the evolving labor market of the Emirates. ADSM has relationships with the local employers through its association with the Abu Dhabi Chamber of Commerce and Industry. ADSM has accredited graduate programs in different fields of study in which almost all enrolled students are working professionals and executives at public and private organizations in the UAE. Undergraduate students will have opportunities to interact with graduate students as possible future employers.

1.2.1 Curriculum Review and Future Employability

The revised curriculum is informed by UAE comparator-program benchmarking, stakeholder surveys, employability and market-demand analysis, international future-workforce reports, and Curriculum Development Committee deliberations. The benchmarking considered credit-hour distribution, foundational and specialized study, digital technologies, analytical decision-making, internships, responsible business practice, graduate employability, industry engagement, and national economic priorities.

Stakeholder consultation initially considered several curriculum models, including standalone majors. The concentration model retains the same disciplinary focus, graduate competencies, learning outcomes, and course content evaluated by stakeholders. Students and industry representatives rated the concentration outcomes and skills as Important or Very Important; support was highest for AI and Digital Technologies, followed by Digital Marketing.

The AI and Digital Technologies Concentration responds to demand for AI literacy, analytics, digital transformation, and technology-enabled business operations. The Digital Marketing Concentration develops capability in social media, digital communication, branding, customer engagement, online campaigns, content, e-commerce, and marketing analytics. Both concentrations strengthen analytical thinking, ethical practice, innovation, communication, teamwork, adaptability, and lifelong learning.

The curriculum supports Abu Dhabi Vision 2030, UAE Vision 2031, the National Artificial Intelligence Strategy 2031, the National Digital Economy Strategy, and the CAA Outcomes-Based Evaluation Framework. Graduates retain broad management capabilities while developing disciplinary depth relevant to UAE and GCC workforce requirements.

1.3 BScM Program Goals and Learning Outcomes

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.

1.3.1 General Education Program

1.3.1.1 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.

1.3.1.2 General Education Learning Outcomes 'GLOs':

Students graduating from the General Education Program, as shown in Table 1, should be able to demonstrate achievement of learning outcomes as aligned with the QF*Emirates* strands of Knowledge, Skills, and aspects of competences.

Table 1

General Education Learning Outcomes

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

1.3.1.3 General Education Learning Outcomes 'GLOs' and QF*Emirates* Level 6:

The General Education Learning Outcomes (GLOs) are aligned to the QF*Emirates* Level 6 Strands and Descriptors of Learning Outcomes: Knowledge, Skills, Aspects of Competence and Core Life Skills (see Table 2).

Table 2

General Education 'GLOs' mapping against QFEmirates Level 6 strands and CoreLife Skills

General Education Learning Outcomes 'GLOs'	QF*Emirates* 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

1.3.2 Management Program

1.3.2.1 Management Program Goals

This program aims to develop graduates' knowledge and skills in different scopes as outlined in Table 3 below.

Table 3

Management Program Scopes and Goals

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.

1.3.2.2 Management Program Learning Outcomes 'PLOs'

Students graduating from the Management Program, as shown in Table 4, should be able to demonstrate achievement of learning outcomes as aligned with the QF*Emirates* Level 6 strands of Knowledge, Skills, and aspects of competences.

Table 4

Management Program Learning Outcomes 'PLOs'

Knowledge
PLO1 **Identify** specialized factual and theoretical knowledge in management that address internal challenges facing business/organization. **PLO2** **Categorize** the external forces influencing the business/organization position, its social responsibility, and ethical practices.
Skills
PLO3 **Develop** technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management. **PLO4** **Use** appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.
Responsibility
PLO5 **Demonstrate** the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information. **PLO6** **Evaluate** the importance of teamwork in the achievement of organizational outcomes. **PLO7** **Develop** knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.

1.3.2.3 Management Program Learning Outcomes 'PLOs' and QF*Emirates*

The ADSM BScM Program Learning Outcomes (PLOs) are aligned to the QF*Emirates* Level 6 Strands and Descriptors of Learning Outcomes: Knowledge, Skills, Aspects of Competence and Core Life

Skills (see Table 5). The BScM PLOs are also designed to meet the key competencies required so that the graduates demonstrate effective participation in the workplace, in learning, and in daily life.

Table 5

Management PLOs mapping against QFEmirates Level 6 strands and CoreLife Skills

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	K	S	R

that support a business/organization in aligning its practices with national/international strategic sustainability priorities.			
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.	K	S	

1.3.3 Concentration Learning Outcomes and Skills

The concentration learning outcomes complement the common Program Learning Outcomes and apply exclusively to the selected concentration. They guide curriculum content, learning activities, assessment strategies, and graduate competency development. Each is mapped against the Program Learning

Outcomes and QFEmirates Level 6 strands; concentration design also aligns with the CAA Outcomes-Based Evaluation Framework. The Program Learning Outcomes remain unchanged.

1.3.3.1 AI and Digital Technologies

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

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

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

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

Table 6a

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

#	AICLO	Linked PLOs	Dominant QF strand(s)	Benchmarking focus
AICLO5	Apply basic management and analytical tools to address simple business problems.	PLO3, PLO5	S, R	Applied problem-solving and decision support

Table 6b

Concentration Skill	Mapped Concentration AICLOs	Reason for Mapping
Identify key concepts in AI, data analytics, and digital technologies	AICLO4, AICLO1	AICLO4 covers digital technologies and data. AICLO1 supports foundational terminology and business concepts.
Recognize the role of digital transformation in business processes	AICLO4, AICLO2	AICLO4 addresses the role of digital technologies, while AICLO2 connects this to internal organizational processes.
Apply basic data analysis and digital tools to solve business problems	AICLO4, AICLO5	AICLO4 covers data and digital tools, while AICLO5 covers applying analytical tools to business problems.
Demonstrate responsible use of digital technologies and teamwork in projects	AICLO4, AICLO3,AICLO2	AICLO4 covers digital technology use, AICLO3covers ethical and social considerations, and AICLO2 links to teamwork and organizational processes.

1.3.3.2 Digital Marketing

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

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

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

Table 6c

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

Table 6d

Concentration Skill	Mapped Concentration DMCLOs	Reason for Mapping
Identify fundamental digital marketing concepts and tools	DMCLO1, DMCLO3	DMCLO1 covers digital marketing concepts, branding, social media, and online communication. DMCLO3 covers digital platforms and tools.
Recognize consumer behavior and digital engagement strategies	DMCLO2, DMCLO3	DMCLO2 directly addresses consumer behavior and digital engagement. DMCLO3 supports customer engagement through digital platforms.
Apply digital marketing tools to create basic campaigns	DMCLO5, DMCLO3	DMCLO5 focuses on applying digital marketing tools to develop campaigns and content. DMCLO3 supports the use of platforms and tools.
Demonstrate ethical awareness and teamwork in marketing activities	DMCLO4, DMCLO5	DMCLO4 addresses ethical and cultural considerations. DMCLO5 supports practical campaign work that may involve teamwork and applied skills.

1.4 Course Learning Outcomes (CLOs)

Both the General Education and Management programs, forming together the BScM degree, are made up of core and elective courses. Each course has its own intended Course Learning Outcomes (CLOs). The mapping of the CLOs to PLOs is presented in Appendix 1. Students must achieve all the CLOs to obtain their qualification.

2.0 Program National and International Accreditations

ADSM's BScM program is intended to give graduates the theories, tools, and recent trends to work professionally in local or international organizations, or to establish their own business. Graduates will be knowledgeable and skilled to adapt to various environments and help organizations create competitive advantage. The program and its respective course learning outcomes are aligned with UAE and international standards.

ADSM adheres to the formal processes of accreditation under the UAE Ministry of Education (MoE) *Standards* for Licensure and Accreditation administered by the Commission for Academic Accreditation (CAA), and the National Qualifications Framework (QF*Emirates*) issued by the National Qualification Center (NQC).

ADSM submitted the BScM substantive change application to the Commission for Academic Accreditation (CAA) in 2026 for implementation effective Fall 2026. The submission introduces the General Management Stream and concentrations in AI and Digital Technologies and Digital Marketing within the same 123-credit-hour Bachelor of Science in Management. The existing Program Learning Outcomes and QFEmirates Level 6 academic standards are maintained.

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

3.0 Program Structure and Degree Completion Sequence

The BScM program consists of 41 courses totaling 123 credit hours, with each course carrying 3 credit hours. All students complete a common academic foundation before completing the General Management Stream or one of the two concentrations. The credit-hour distribution is as follows:

- General Education: 9 courses totaling 27 credit hours (24 core credit hours and 3 elective credit hours).
- Management and pathway requirements: 32 courses totaling 96 credit hours, comprising 75 credit hours of common Core Business Courses (including Business Internship), 6 credit hours of Core Electives, and 15 credit hours of pathway-specific study.

For the General Management Stream, the 15-credit-hour pathway component comprises 6 credit hours of required introductory concentration courses (DGM301 and DMKT321) and 9 credit hours selected from the combined AI and Digital Technologies and Digital Marketing concentration elective pools. Each concentration instead requires four concentration-specific courses (12 credit hours) and one elective from its own concentration elective pool (3 credit hours).

3.1 Program Structure

Tables 7, 8, and 9 show course codes, titles, credit hours, standing, and prerequisites for General Education and Management. Tables 9a and 9b show the concentration-specific requirements. All

pathways share the same General Education, common Core Business Courses, Business Internship, and Core Elective requirements.

3.1.1 General Education Program

Table 7

General Education Program Structure

#	Semester	Course Code	Course Title	Credit Hours	Standing	Pre-Requisites
1	Semester 1	ENG 101	English I	3	Core	None
2	Semester 1	GED 100	History and Culture of the Arab World	3	Core	None
3	Semester 1	MTH 101	Mathematics for Business	3	Core	None
4	Semester 1	GED 120	Introduction to Logic and Critical Thinking	3	Core	None
5	Semester 2	ENG 102	English II	3	Core	ENG 101
6	Semester 2	MTH 102	Introduction to Probability & Statistics	3	Core	MTH 101
7	Semester 2	MIS 101	Fundamentals in Management Information Systems	3	Core	None
8	Semester 3	GED 110	Emirati Studies	3	Core	None
9	Semester 2 *(Select 1)*	GED 140	Environment Sciences and Sustainability	3	Elective	None
		GED 142	Nutrition and Health	3	Elective	None
		GED 150	Human Interaction and Behavior	3	Elective	None
		GED 152	Introduction to Psychology	3	Elective	None
		GED 121	Artificial Intelligence in the 21st Century	3	Elective	None

3.1.2 Management Program

Table 8

Management Program Structure – General Management Stream

#	Semester	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3	Pre-requisite 4
1	Semester 1	Core	BUS 201	Introduction to Business	3	None			
2	Semester 2	Core	MGT 201	Fundamentals in Management	3	None			
3	Semester 3	Core	ECN 201	Principles of Microeconomics	3	MTH 101			
4	Semester 3	Core	ACC 201	Fundamentals of Financial & Managerial Accounting	3	MTH 101			
5	Semester 3	Core	MKT 201	Principles of Marketing	3	None			
6	Semester 3	Core	INE 200	Entrepreneurship & Innovation	3	MGT 201			
7	Semester 4	Core	BUS 220	Research Methods	3	BUS 201			
8	Semester 4	Core	FIN 201	Introduction to Finance	3	MTH 101			
9	Semester 4	Core	ECN 202	Principles of Macroeconomics	3	MTH 102			
10	Semester 4	Core	MGT 220	Operations & Supply Chain Management	3	MTH 102	MIS 101		
11	Semester 5	Core	MGT 301	Human Resources Management	3	MGT 201			
12	Semester 4	Core	DGM 210	Emerging AI & Digital Technologies	3	MIS 101			
13	Semester 5	Core	MGT 310	Organizational Behavior	3	MGT 201			
14	Semester 5	Core	MGT 320	Project Management	3	MGT 201			
15	Semester 5	Core	BUS 301	Business Analytics	3	MIS 101			
16	Semester 5	Core	BUS 310	Business Law	3	BUS 201			
17	Semester 6	Core	MGT 330	Fundamentals in Leadership	3	MGT 201			
18	Semester 6	Core	MGT 340	Quality Management	3	MGT 201			
19	Semester 6	Core	DGM 310	AI & Digital Transformation	3	DGM 210			
20	Semester 6	Core	DGM 320	Fundamentals in Machine Learning for Business	3	MIS 101			
21	Semester 7	Core	MGT 401	Business Strategy	3	ECN 202	MKT 201	MGT 220	FIN 201
22	Semester 7	Core	MGT 410	Business Ethics and Social Responsibility	3	MGT 201			
23	Semester 7	Core	DGM 420	AI for Business Decision-Making	3	BUS 301			
24	Semester 8	Core	MGT 430	Competitiveness & Sustainability	3	MGT 401			
25	Semester 8	Core	MGT 450	Business Internship	3	Successful completion of at least 90 credit hours from the total program credits			

#	Semester	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3	Pre-requisite 4
26	Semester 5	Guided concentration course	DMKT 321	AI & Automation in Digital Marketing	3	MKT 201			
27	Semester 6	Guided concentration course	DGM 301	AI & Digital Products	3	DGM 210	MKT 201		
28	Semester 6	Concentration elective	DGM / DMKT	Concentration Elective – combined pool	3				
29	Semester 7	Concentration elective	DGM / DMKT	Concentration Elective – combined pool	3				
30	Semester 7	Concentration elective	DGM / DMKT	Concentration Elective – combined pool	3				
31	Semester 7	Core elective	TBA	Core Elective	3				
32	Semester 8	Core elective	TBA	Core Elective	3				
Total Program CH					**96**				

Management Program Concentration Courses

Tables 9a and 9b present the concentration-specific courses for the AI and Digital Technologies and Digital Marketing concentrations, including their study stage, course codes, titles, credit hours, and prerequisites. Each concentration comprises four required courses totaling 12 credit hours and one concentration elective worth 3 credit hours. These 15 credit hours build upon the common BScM curriculum, enabling students to develop specialized knowledge and skills within the overall 123-credit-hour degree.

Table 9a AI and Digital Technologies Concentration

#	Study Stage	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3
1	Semester 5-6-7	**Concentration Specific Course**	DGM 301	AI & Digital Products	3	DGM 210	MKT 201	
2	Semester 5-6-7	**Concentration Specific Course**	DGM 330	Blockchain & Digital Platforms	3	MIS 101		
3	Semester 5-6-7	**Concentration Specific Course**	DGM 340	Cloud Computing & Digital Platforms	3	DGM 210		
4	Semester 5-6-7	**Concentration Specific Course**	DGM 433	Internet of Things (IoT) & Smart Systems	3	DGM 210		

Concentration-specific courses: 12 credit hours. Concentration elective: 3 credit hours. Total pathway requirements: 15 credit hours; total degree requirements: 123 credit hours.

Table 9b Digital Marketing Concentration

#	Study Stage	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3
1	Semester 5-6-7	**Concentration Specific Course**	DMKT 310	Social Media Marketing	3	MKT 201		
2	Semester 5-6-7	**Concentration Specific Course**	DMKT 320	E-Marketing Services	3	MKT 201	MIS 101	
3	Semester 5-6-7	**Concentration Specific Course**	DMKT 321	AI & Automation in Digital Marketing	3	MKT 201		
4	Semester 5-6-7	**Concentration Specific Course**	DMKT 323	Digital Marketing Tools and Applications	3	MIS 101	MKT 201	

Concentration-specific courses: 12 credit hours. Concentration elective: 3 credit hours. Total pathway requirements: 15 credit hours; total degree requirements: 123 credit hours.

Management Program Elective Courses and Concentration Elective Pools

Core Electives: General Management, Digital Marketing and AI and Digital Technologies students choose two of eight courses (6 credit hours). General Management students choose three courses (9 credit hours) from the combined six-course concentration elective pool. AI and Digital Technologies students choose one of DGM431, DGM432, or DGM434; Digital Marketing students choose one of DMKT421, DMKT422, or DMKT423 (3 credit hours). Existing Digital Technologies elective offerings are retained below.

Table 10

#	Semester / Selection	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3
1	Semesters 7–8	**Core Elective**	MGT 420	Managing Global Perspectives	3	None		
2	Semesters 7–8	**Core Elective**	MTH 201	Quantitative Methods	3	MTH 101		
3	Semesters 7–8	**Core Elective**	DGM 410	Business Solutions with Artificial Intelligence	3	Year 4		
4	Semesters 7–8	**Core Elective**	FIN 471	Entrepreneurial Finance	3	FIN 201		
5	Semesters 7–8	**Core Elective**	MGT 472	Family & Small Business Management	3	INE 200		
6	Semesters 7–8	**Core Elective**	MGT 473	International Entrepreneurship	3	INE 200		
7	Semesters 7–8	**Core Elective**	MGT 474	Public Sector Management	3	MGT 201		
8	Semesters 7–8	**Core Elective**	MGT 475	Healthcare Management	3	MGT 301		
9	Semester 6-7	**AI & Digital Technologies elective**	DGM 371	AI & Social Media Management	3	DGM 210	MKT 201	
10	Semester 6-7	**AI & Digital Technologies elective**	DGM 372	Cryptocurrency in Business	3	DGM 210	FIN 201	
11	Semester 6-7	**AI & Digital Technologies elective**	DGM 373	AI & Digital Business Design	3	DGM 210	MKT 201	
12	Semester 6-7	**AI & Digital Technologies elective**	DGM 374	Managing AI & Digital Services in Government Entities	3	DGM 210		

#	Semester / Selection	Program Standing	Course Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3
13	Semester 6-7	**AI & Digital Technologies elective**	DGM 431	Data Analytics & Visualization for Business	3	None		
14	Semester 6-7	**AI & Digital Technologies elective**	DGM 432	AI Ethics, Governance & Responsible Innovation	3	None		
15	Semester 6-7	**AI & Digital Technologies elective**	DGM 434	Digital Innovation & Technology Entrepreneurship	3	None		
16	Semester 6-7	**Digital Marketing Elective**	DMKT 421	Digital Marketing Analytics & Insights	3	None		
17	Semester 6-7	**Digital Marketing Elective**	DMKT 422	E-Commerce & Omnichannel Strategy	3	None		
18	Semester 6-7	**Digital Marketing Elective**	DMKT 423	Content Strategy & Digital Storytelling	3	None		

3.2 Program Degree Completion

Full-time students can complete the program in four years across eight semesters (Fall and Spring). Table 9 shows the General Management Stream study plan; Table 11a shows the common concentration study sequence. Each pathway requires 123 credit hours. Students may enroll on a Part Time basis and take fewer credit hours per semester.

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).

Table 11a

BScM General Management Stream Study Plan and Program Sequence

Year 1		Year 2		Year 3		Year 4	
Semester 1	**Semester 2**	**Semester 3**	**Semester 4**	**Semester 5**	**Semester 6**	**Semester 7**	**Semester 8**
ENG 101	**ENG 102**	**GED 110**	**BUS 220**	**MGT 301**	**DGM 310**	**MGT 401**	**MGT 430**
English I	English II	Emirati Studies	Research Methods	Human Resources Management	AI & Digital Transformation	Business Strategy	Competitiveness & Sustainability
GED 100	***GED Elective***	**ECN 201**	**FIN 201**	**MGT 310**	**DGM 320**	**MGT 410**	**TBA**
History and Culture of the Arab World	***General Education Elective***	Principles of Microeconomics	Introduction to Finance	Organizational Behavior	Fundamentals in Machine Learning for Business	Business Ethics and Social Responsibility	***Core Elective 2***
GED 120	**MIS 101**	**ACC 201**	**ECN 202**	**MGT 320**	**MGT 330**	**DGM / DMKT**	**MGT 450**
Introduction to Logic and Critical Thinking	Fundamentals in Management Information Systems	Fundamentals of Financial & Managerial Accounting	Principles of Macroeconomics	Project Management	Fundamentals in Leadership	Concentration Elective 2	Business Internship
MTH 101	**MTH 102**	**MKT 201**	**DGM 210**	**BUS 301**	**DGM 301**	**DGM 420**	
Mathematics for Business	Introduction to Probability & Statistics	Principles of Marketing	Emerging AI & Digital Technologies	Business Analytics	AI & Digital Products	AI for Business Decision-Making	
BUS 201	**MGT 201**	**INE 200**	**MGT 220**	**BUS 310**	**MGT 340**	**DGM / DMKT**	
Introduction to Business	Fundamentals in Management	Entrepreneurship & Innovation	Operations & Supply Chain Management	Business Law	Quality Management	Concentration Elective 3	
				DMKT 321	**DGM / DMKT**	**TBA**	
				AI & Automation in Digital Marketing	Concentration Elective 1	Core Elective 1	
15	**15**	**15**	**15**	**18**	**18**	**18**	**9**
30		**30**		**36**		**27**	

Table 11b

BScM Concentration Study Plan and Program Sequence

Year 1		Year 2		Year 3		Year 4	
Semester 1	**Semester 2**	**Semester 3**	**Semester 4**	**Semester 5**	**Semester 6**	**Semester 7**	**Semester 8**
ENG 101	**ENG 102**	**GED 110**	**BUS 220**	**MGT 301**	**DGM 310**	**MGT 401**	**MGT 430**
English I	English II	Emirati Studies	Research Methods	Human Resources Management	AI & Digital Transformation	Business Strategy	Competitiveness & Sustainability
GED 100	***GED Elective***	**ECN 201**	**FIN 301**	**MGT 310**	**DGM 320**	**MGT 410**	**TBA**
History and Culture of the Arab World	***General Education Elective***	Principles of Microeconomics	Introduction to Finance	Organizational Behavior	Fundamentals in Machine Learning for Business	Business Ethics and Social Responsibility	***Core Elective 2***
GED 120	**MIS 101**	**ACC 201**	**ECN 202**	**MGT 320**	**MGT 330**	**DGM / DMKT**	**MGT 450**
Introduction to Logic and Critical Thinking	Fundamentals in Management Information Systems	Fundamentals of Financial & Managerial Accounting	Principles of Macroeconomics	Project Management	Fundamentals in Leadership	Concentration Course 4	Business Internship
MTH 101	**MTH 102**	**MKT 201**	**DGM 210**	**BUS 301**	**DGM / DMKT**	**DGM 420**	
Mathematics for Business	Introduction to Probability & Statistics	Principles of Marketing	Emerging AI & Digital Technologies	Business Analytics	Concentration Course 2	AI for Business Decision-Making	
BUS 201	**MGT 201**	**INE 200**	**MGT 220**	**BUS 310**	**MGT 340**	**DGM / DMKT**	
Introduction to Business	Fundamentals in Management	Entrepreneurship & Innovation	Operations & Supply Chain Management	Business Law	Quality Management	Concentration Elective	
				DGM / DMKT	**DGM / DMKT**	**TBA**	
				Concentration Course 1	Concentration Course 3	Core Elective 1	
15	**15**	**15**	**15**	**18**	**18**	**18**	**9**
30		**30**		**36**		**27**	

Concentration Courses 1–4 are the four courses listed for the selected concentration in Table 8a or 8b. Students complete one elective from that concentration's three-course pool. The General Management Stream completes the two guided courses and three electives from the combined concentration pools. All pathways total 123 credit hours.

4.0 Program admission requirements

ADSM accepts qualified national and international applicants into its BScM program in accordance with its established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll.

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.

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.

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

4.1 Direct Entry

For direct entry into the BScM program, applicants must meet ADSM's Academic Requirements and English Language Requirements as set below:

Academic Requirements: Applicants must hold a UAE Secondary School Certificate or its equivalent approved by the Ministry of Education.

- An Equivalency Letter issued from the Ministry of Education is required for a curriculum that does not follow the UAE curriculum.

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 Ministry of Education 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).

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.

4.2 Conditional Admission

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

1. **Conditional ELR:**

   Applicants who do not meet English language requirements as stipulated in section 4.1.2 above, 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 102) qualifying course (4 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 102) 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 Ministry of Education as stated in Section 4.1.1, 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

   Therefore, ADSM does not offer remedial courses in the BScM program.

   Applicants may contact the Office of Student Affairs on 02 6917800 for further information.

4.2 Bridging Courses

Applicants to the BScM program may be required to complete non-credit bearing bridging courses before full admission. The bridging courses, shown in Table 12 below, aim to introduce students to fundamental concepts in Mathematics and English language. The categories of students who may be subject to register in bridging courses are identified in **P400 Undergraduate Admissions Policy**.

Table 12

Bridging courses in the BScM program

Course Code	Course Title
BRD 101	Pre-Calculus
BRD 102	English Skills

4.3 Transfer Admission Policy

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

Transfer credits for courses taken elsewhere are accepted as deemed appropriate by ADSM (See **P 402 Transfer Admissions Policy** and **P400 Undergraduate Admissions Policy**).

5.0 Program Teaching Pedagogy

5.1 Teaching and Learning Methods

Over a duration of 16 weeks, the program will primarily be delivered through interactive lectures. This helps students to deepen their understanding of the key theories, approaches, and practices used in the real world. Lectures will follow the syllabus and draw upon the main textbook and other key readings. Students are also required to read around the topics to extend their understanding further. This enables students to actively evaluate and critically discuss lecture topics. It is important that undergraduate students discuss key topics to formulate and to articulate their views and perspectives. The teaching and learning methods also include activities, case studies, tutorials, videos, labs and assessment strategies.

5.2 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 15-week period on weekdays. Each course will comprise two classes per week, each of 1hr 30 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 15-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.**

5.3 Learning Management System (LMS)

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

6.0 Program Aspects of Competence

The BScM program adheres to ADSM's P301 Grading and Assessment Policy. This governs the principles of assessment at ADSM, including the compliance with QFEmirates Level 6 (see Appendix 2) and CoreLife Skills (see Appendix 4). Students are required to complete three summative assessments. These will range in their level of difficulty. Each course, except 'MGT 450 Business Internship', will include different types of assessment with the below weightages:

Project Courses

1. A quiz worth **10%** of the final grade, conducted in **Week 5 or 6**.

2. An individual midterm assessment worth **25%** of the final grade, conducted in **Week 8**.
3. An individual or group assessment worth **25%** of the final grade.
4. An individual final examination worth **40%** of the final grade.

Non-Project Courses

1. An individual midterm assessment worth **20%** of the final grade, conducted in **Week 8**.
2. Three quizzes conducted across the semester, each worth **15%**, totaling **45%** of the final grade.
3. An individual final examination worth **35%** of the final grade.

CMI-Mapped Courses

1. An individual midterm assessment worth **25%** of the final grade, conducted in **Week 8**.
2. An individual or group assessment worth **25%** of the final grade, due in **Week 13**.
3. An individual final examination worth **50%** of the final grade.

Assessments in the **'MGT 450 Business Internship'** course include three assessments with the below weightages:

1. An interim report worth 25% of the final grade, in week 8
2. A final report worth 45% of the final grade, in week 16
3. A presentation worth 30% of the final grade, in week 16.

The BScM program will use a variety of summative assessments as below:

- For the quizzes, mid-term and final exams, the assessments are controlled individual-based and can take a variety of forms, such as MCQ, Fill in the blanks, short essay type answers, case studies, numerical problem solving depending on the nature of the course.
- For individual assessments during the course, this can take the form of quizzes and short assignments.
- For group assessments during the course, students will be required to deliver group work that can be based on projects, organization problem-solving, research about recent trends in management, and industry-based analyses along with presentations.

Each type of summative assessment will use a comprehensive assessment instrument that provides full assessment details, including marking rubrics, detailed questions with their mapping to CLOs, due date, and duration of assessment. All summative assessments are conducted outside contact hours.

The BScM program adheres to ADSM's **P315 Internship Policy** and the **Internship Manual** that describes the process and outcomes in the MGT 450 Business Internship core course.

Assessments must be submitted through ADSM's LMS portal (specifically Turnitin through Moodle to evaluate the work for plagiarism) or in paper-based format if specified by the faculty. Work must not be emailed to the instructor. Penalties will apply for submissions that are made after the submission due date.

7.0 Program Quality Assurance

7.1 Quality Assurance and Risk Management Office

ADSM ensures that each program meets the UAE's regulatory requirements and adheres to the policies and procedures stipulated by ADSM's Institutional Effectiveness Office (IE). The IE office is responsible for improving educational programs and ADSM's overall effectiveness. The IE team are dedicated to supporting and promoting the practice of continuous improvement. The team works closely with the Academic Dean, Chair of Undergraduate Studies, and Head of General Education to identify the direct and indirect criteria that best measure the achievement of program and course learning outcomes (see **P 106 Quality Assurance Policy**). The IE team members participate in academic policy formulation committees and work closely with the Academic Dean, Chair of Undergraduate Studies, Head of General Education, Academic Advisor and Director of Student Affairs to identify opportunities for improving the students' experience.

The IE team conducts surveys to measure students' satisfaction with their experience. The IE team conducts several surveys regarding the experiences of students, faculty, graduates, and alumni. The IE team analyzes program-related performance, assesses student achievement of learning outcomes, and

ensures program planning and improvement activities are completed. The IE team uses the Course Critical Self-Assessment Report (CSER) to examine how effectively the course met the learning outcomes and suggests improvements with time-bound actions for the purpose of "closing the loop." In addition, the collection and analysis of survey data helps the Academic Dean, Chair for Undergraduate Studies, and Head of General Education evaluate the effectiveness of the program.

7.2 Institutional Planning

ADSM maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean, Chair of Undergraduate Studies, Head of General Education and faculty members discuss the incremental changes in the course syllabus to meet the relevant learning needs of students. Such an improvement in the course syllabus requires the institution's Curriculum Development Committee (CDC) approval. The Chair of Undergraduate Studies and Head of General Education consult with external industry experts through the BScM 'Academic Program Advisory Committee 'APAC', to ensure that the curriculum of each program is relevant and up-to-date.

7.3 Outcomes Based Evaluation and Concentration Resources

The revised curriculum aligns with the six CAA OBEF pillars: Employment Outcomes, Learning Outcomes, Industry Collaboration, Research Outcomes, Reputation, and Community Engagement. General Management supports graduate employment across business sectors, management internships, leadership workshops, and community business and entrepreneurship initiatives. AI and Digital Technologies supports relevant employment, AI/cloud/data-analytics micro-credentials, technology-firm placements, and industry-co-developed courses. Digital Marketing supports digital analytics certifications, placements with agencies and digital firms, and industry-led projects in social media, customer experience, and brand management.

The relevant program-level indicators include employment rate (KPI 1.1), employment in relevant jobs (KPI 1.2), employer feedback in work placements (KPI 2.3), micro-credentials and licenses (KPI 2.5), student satisfaction with learning experience (KPI 2.6), participation in work placements (KPI 3.2), joint industry courses (KPI 3.3), and community events and initiatives (KPI 6.2).

The concentrations use the existing common curriculum and institutional resources. Each concentration will be led by a current faculty member with relevant specialization and supported by an industry expert. ADSM will draw on local and international academic and industry partnerships in course design and delivery. Existing laboratories, digital platforms, library holdings, and student support services remain sufficient; future resource enhancements will follow normal academic planning and quality assurance processes.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

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

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

8.2 Learning Resources: Library

Students have access to excellent physical and digital resources. ADSM ensures that a sufficient number of physical copies of courses textbooks are available at the library. ADSM focuses almost exclusively on electronic learning resources. ADSM's library provides access to 76,403,073 eBooks, the ProQuest Business Premium Collection, LibriVox, public domain audiobooks; and Abu Dhabi Data, a platform of all Abu Dhabi Open Datasets. These resources can be accessed from off-campus sites (see **P 601 Library Policy**). The library supports both faculty members and students in their research-based undertakings. Student satisfaction with Library services is measured through the annual Student Survey (refer to 7.1), which includes the questions mandated by the CHEDS (Center for Higher Education Data and Statistics).

8.3 Learning Resources: Technology

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

Appendices

Appendix 1. Program mapping CLOs vs. GLOs/PLOs

BACHELOR OF SCIENCE IN MANAGEMENT

Table 13

General Education Core Courses

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

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

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

		through structured analysis and reasoning.							

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

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

	CLO4	Demonstrate the ability to communicate effectively in oral presentations.					X	X	

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

Course	**Course Learning Outcome**		**GLO 1**	**GLO 2**	**GLO 3**	**GLO 4**	**GLO 5**	**GLO 6**	**GLO 7**
MTH 102 Introduction to Probability & Statistics	**CLO1**	Understand the basic principles of probability, statistics, and data analysis.				**X**			
	CLO2	Calculate and interpret measures of central tendency (mean, median, mode) and dispersion (variance, standard deviation)..				X			
	CLO3	Apply appropriate probabilistic and statistical methods to analyze business data.				X			

	CLO4	Analyze relationships between variables using correlation techniques and appropriate statistical methods.				X			
	CLO5	Interpret statistical results to support data-driven decision-making in real-world business scenarios.				X			**X**

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

Table 14

General Education Electives

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 121 Artificial Intelligence in the 21st Century	**CLO1**	Identify AI principles, with a focus on relevance and application in the 21st century.		X					
	CLO2	Understand the ethical, legal, and societal implications of AI technologies within the UAE's regulatory and cultural context.		X					
	CLO3	Explain the applications and roles of AI in different business domains in driving innovation, boosting performance, and increasing efficiency		**X**				X	
	CLO4	Demonstrate knowledge of AI applications and limitations within various business operations.					X		
	CLO5	Connect real-world implementations of AI observations with AI governmental strategies (UAE strategy 2031)		**X**					**X**

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 140 Environment Sciences and Sustainability	**CLO1**	Recognize the structure, function, and management of ecosystems.	X						
	CLO2	Explain the impact of human overpopulation on the natural environment.	X						
	CLO3	Summarize the causes of global climate change and its impact on society.	**X**				**X**		
	CLO4	Identify a range of alternative energy sources and their current uses.	X						

	CLO5	Discuss the importance of species diversity in achieving environmental sustainability.	**X**		**X**				

Course	**Course Learning Outcome**		**GLO 1**	**GLO 2**	**GLO 3**	**GLO 4**	**GLO 5**	**GLO 6**	**GLO 7**
GED 142 Nutrition and Health	**CLO1**	Summarize and communicate the Recommended Dietary Allowances (RDA), Dietary Guidelines, Food Guide Pyramid, Food Exchange System, and Nutrition Facts food label.					X		
	CLO2	Describe the six classes of nutrients, including carbohydrates, fats, proteins, vitamins, minerals and water.					X		
	CLO3	Discuss key facts relating to digestion and absorption, functions, food sources, and current recommendations for the most common macro- and micro-nutrients present in the food supply.			X				
	CLO4	Examine diet-related chronic diseases and how nutrition and exercise are used as means for prevention.							X
	CLO5	Explain ways to maintain a healthy body weight and address eating disorders.			X				

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

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

Table 15

Management Program – Common Core Courses and Course Mappings

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 201 Fundamentals in Management	**CLO1**	Identify the core functions and basic concepts of management in the context of entrepreneurial ventures, corporations, and government organizations.	X				X		
	CLO2	Identify the range of areas within an organization where management skills are critical.	X		X				

	CLO3	Explain the role of effective planning, decision-making and human resource management in organizational contexts			X		X		
	CLO4	Discuss the impact of the organizational culture and ethics on managerial behavior and organizational performance		X				X	
	CLO5	Indicate the relevance of different organizational structures to diverse organizational types.			X		X		

Course	**Course Learning Outcome**		**PLO 1**	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**
ECN 201 Principles of Microeconomics	**CLO1**	Explain the fundamental concepts of microeconomics, including the Ten Principles of Economics, scarcity, and opportunity cost, and illustrate these concepts using basic economic graphs and models.	X			X			
	CLO2	Discuss consumer choice theory to analyze consumer behavior and interpret various measures of demand and supply.	X				X		
	CLO3	Analyze the theory of the firm and differentiate between the models of perfect and imperfect competition, illustrating their implications for market outcomes			X		X		
	CLO4	Explain resource markets and identify the links between resource and product markets.	X			X			
	CLO5	Assess the underlying causes of market imperfections and discuss the effectiveness of various policy remedies.			X	X			
	CLO6	Analyze the relationship between productivity and costs, and compute and differentiate between short-run	X		X				

		and long-run costs faced by firms.							

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

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
INE 200 Entrepreneurship & Innovation	**CLO1**	Describe the entrepreneurial process and explain the role of innovation in shaping new venture creation and economic development.	X	X					
	CLO2	Analyse the characteristics and mindsets of successful entrepreneurs across different contexts.	X					X	
	CLO3	Apply creative thinking techniques to generate and refine innovative product or service ideas.	X					X	
	CLO4	Conduct basic market research to identify opportunities for the development of new ventures and develop an evidence-informed marketing plan for a new venture.	X	X			X	X	
	CLO5	Develop a feasibility study for a new venture idea, demonstrating integration of key entrepreneurial tools.					X	X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 220 Research Methods	**CLO1**	Identify the principles and processes involved in developing a research problem and research question.				X		X	
	CLO2	Explore the literature review process for identifying and accessing relevant academic sources				X			X
	CLO3	Design research instruments, such as survey questionnaires and interview questions.			X			X	
	CLO4	Determine the quantitative and qualitative research methods for addressing a particular research question.			X	X			

	CLO5	Produce a research report and presentation that includes the key elements of a research project, including research problem, research design, data sources, methodology, analytical methods, and expected contributions.			X				X

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

Course	**Course Learning Outcome**		**PLO 1**	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**
ECN 202 Principles of Macroeconomics	**CLO1**	Explain the basic scope and importance of macroeconomics in understanding economic activity.	X	X					
	CLO2	Identify key macroeconomic variables such as GDP, inflation, and unemployment.	X	X					
	CLO3	Explain the concepts of aggregate demand and aggregate supply and their role in the economy.	X		X				

	CLO4	Demonstrate how changes in aggregate demand and aggregate supply affect output, employment, and price levels.			X		X		
	CLO5	Explain the role of government policies and financial institutions in influencing aggregate demand, aggregate supply, and overall economic performance.		X	X		X		

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

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

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

	CLO4	Interpret the role of human resource management in labor markets and recruitment.		X		X			
	CLO5	Indicate the complex areas of compensation and benefits.				X		X	

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

Course	**Course Learning Outcome**		**PLO 1**	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**
MGT 320 Project Management	**CLO1**	Discuss the role that project management plays in the achievement of an organization's strategic goals.	X					X	
	CLO2	Recognize the importance of the human, cultural and leadership dimensions of an organization in the successful management of projects.	X					X	
	CLO3	Develop a project schedule using appropriate tools and techniques.			X				X

	CLO4	Estimate project times and costs, and how they can be reduced through effective leadership of project teams.			X			X	
	CLO5	Determine how project performance can be measured, and when interventions are necessary.			X				X

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

Course	**Course Learning Outcome**		**PLO 1**	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**
BUS 310 Business Law	**CLO1**	Develop an understanding of the structure of the court system in the UAE.		X		X			
	CLO2	Discuss the legal framework for doing business in the UAE, including e-commerce.				X		X	
	CLO3	Explain the difference between patents, trademarks, and copyrights and how they apply to a business.		X			X		
	CLO4	Analyze the employment laws pertaining to businesses.		X				X	

	CLO5	Develop an understanding of the federal law on commercial companies, taxation laws for businesses, and entrepreneurs in the UAE.				X	X		
	CLO6	Identify what business acts constitute criminal violations in the UAE				X		X	

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

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

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 340 Quality Management	**CLO1**	Discuss the concepts of quality management and the relevance of quality management to the digital economy.	X			X			
	CLO2	Interpret statistical analyses and control-charts as relevant to organizational settings.			X			X	
	CLO3	Distinguish between statistical process control, total quality management, and six sigma, and their application in the context of government and industry.	X					X	
	CLO4	Diagnose and analyze problems causing variation in manufacturing and service industry processes.	X		X				
	CLO5	Evaluate the quality analysis tools and techniques currently in use for solving quality management problems.			X				

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

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

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

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

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

Table 17

Management Program – Elective Courses

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

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

	CLO5	Develop a strategic business plan for a small company or a family-owned business.					X	X	

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

Course	**Course Learning Outcome**		**PLO 1**	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**
MGT 474 Public Sector Management	**CLO1**	Distinguish between the roles of public and private sector organizations.		X		X			
	CLO2	Discuss the ways in which the public and private sectors interact, and how this impacts the governance of core assets.		X				X	

	CLO3	Recognize the importance of national strategic priorities in public sector organizations.		X		X			
	CLO4	Assess the impact of e-government services on the operations of public and private sector organizations.			X	X			
	CLO5	Explore the impact of the public sector on social enterprises and non-profit organizations.			X			X	

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

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

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

	CLO5	Present AI based solutions for enterprises to optimize business processes		X				X	

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

Table 17a

AI and Digital Technologies – Concentration Course Learning Outcomes

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 371 AI & Social Media Management	**CLO1**	Identify the fundamental principles associated with social media management.				X	X		
	CLO2	Review social media management models in a variety of business contexts.		X		X			
	CLO3	Implement appropriate social media management methods along with tools for business data analysis.				X			X
	CLO4	Model business solutions based on social media management methods.					X		X
	CLO5	Identify the fundamental principles associated with social media management.				X	X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 372 Cryptocurrency in Business	**CLO1**	Discuss the implications of blockchain technology in organizations.	X				X		
	CLO2	Review tools used to conduct transactions with cryptocurrencies			X				X
	CLO3	Investigate alternatives to Bitcoin, such as Altcoins, Ethereum and Bitcoin Cash.			X				X
	CLO4	Analyze frameworks for regulating cryptocurrencies.	X				X		
	CLO5	Evaluate the future applications of cryptocurrencies for organizations.					X		X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 373 AI & Digital Business Design	**CLO1**	Discuss the concepts and applications relating to digital business.					X		X
	CLO2	Analyze approaches when designing a digital business strategy.					X		X
	CLO3	Examine practical management issues associated with digital business design.			X			X	
	CLO4	Investigate best practices that should be incorporated in a digital business plan.			X				X
	CLO5	Develop strategies for solving digital business problems in organizations.					X	X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 374 Managing AI & Digital Services in Government Entities	**CLO1**	Demonstrate an understanding of the key concepts underpinning digital government.				X			X
	CLO2	Analyze approaches to the development of digital government strategies.				X	X		
	CLO3	Investigate the technologies required for successful digital government applications.			X				X
	CLO4	Assess practical tools for solving challenges related to digital government services.			X		X		
	CLO5	Design strategies to support the implementation of digital government.					X		X

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

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

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

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

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

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

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

Table 17b

Digital Marketing – Concentration Course Learning Outcomes

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

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

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

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

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DMKT 421 Digital Marketing Analytics & Insights	**CLO1**	Identify key digital marketing metrics and measurement principles across the customer journey.	X		X				
	CLO2	Apply digital analytics tools to collect, organize, and segment marketing data.			X				X
	CLO3	Analyze website, advertising, social media, and e-commerce performance data.			X				X
	CLO4	Evaluate campaign effectiveness using attribution, experimentation, conversion, and return metrics.			X	X			
	CLO5	Develop data-driven marketing recommendations based on digital analytics and customer insights.			X		X		

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

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

Appendix 2. QFEmirates 6 Strands of Learning Outcomes for Level 6

Table 18

QFEmirates Level 6 – Knowledge and Skills

Level	Knowledge (K)	Skills (S)	Responsibility (R)
6	The learner demonstrates advanced theoretical knowledge (facts and procedures) and broad understanding of concepts, along with critical understanding of principles, concepts, and inquiry methods in a specific discipline to perform critical analysis and implement appropriate problem-solving techniques.	The learner applies advanced cognitive, operational, and technical skills to conduct evidence-based critical analysis, construct and analyze concepts and information, and solve specialized problems in both familiar and new contexts, and/or contribute to the enrichment of intellectual inquiry	The learner manages complex technical or professional activities or projects, takes responsibility for decision-making in unpredictable contexts, and is responsible for managing the professional development of individuals and groups, and engages in lifelong learning, leadership, management, entrepreneurship, collaboration, ethical behavior, responsible citizenship, and coexistence with others.