



كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

Abu Dhabi School of Management

Doctor of Business Administration (DBA) Program Outline

To be submitted to the
Commission for Academic Accreditation
Higher Education Affairs - Ministry of Education United Arab Emirates

SCA Submission	September 2026
----------------	----------------

The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of publication of **September/2026**. However, sections may be amended without notice by the school in response to changing circumstances or for any other reason. Visit the ADSM website or contact the school for any updated information.



Contents

Contents	2
1. Program Structure	3
Table 1.1 Program Structure	3
2. Program Learning Outcomes, Course Learning Outcomes, and Curriculum Mapping	4
3. Course Learning Outcomes and Mapping to PLOs	5
4. Quality Assurance	5
Appendix	6
Appendix 1. DBA Program CLO – PLO Mapping	6

Executive Summary

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

The Doctor of Business Administration (DBA) program received Provisional Accreditation on 12 January 2026. The program is positioned to advance academic excellence, support applied research-driven innovation, and develop high-caliber business leaders capable of contributing to the UAE's knowledge-based economy.

1. Program Structure

The structure of the DBA program is as follows.

Table 1.1 Program Structure

CORE COURSES	Credit Hours
Research Methodology and Data Analysis	3
Emerging Technology, Innovation and Entrepreneurship for Business Leaders	3
Organizational Behavior and Theory	3
Statistical and Quantitative Techniques for Business Research	3
Applied Qualitative Research for Strategic Decision-Making	3
Corporate Governance and Financial Risk	3
Data Driven Business Research: Design Mixed Research Methods	3
Global Business Strategy, Sustainability and Ethics	3

TOTAL CORE COURSE CHs	24
ELECTIVE COURSE - Special Topic in Business and Management	
<i>Seminar-based course offering an in-depth exploration of student-selected advanced topics within specialized domains of business.</i>	3
DISSERTATION OR APPLIED RESEARCH PROJECT	
Dissertation / Applied Research Proposal	9
Dissertation / Applied Research Project	21
TOTAL DISSERTATION OR APPLIED RESEARCH PROJECT CHs	30
TOTAL PROGRAM CREDIT HOURS	<u>57</u>

2. Program Learning Outcomes, Course Learning Outcomes, and Curriculum Mapping

The PLOs are fully aligned with the overall purpose, level, and intended graduate capabilities of this QFE Level 8 program and continue to reflect the knowledge, skills, and competencies approved by the CAA. PLOs for the program are shown in the table below.

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

PLO 2. Generate original applied research that contributes to knowledge and practice while addressing real-world challenges.

PLO 3. Integrate multidisciplinary knowledge across related management disciplines.

PLO 4. Advance solutions to strategic and operational challenges relevant to organizational contexts.

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

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

3. Course Learning Outcomes and Mapping to PLOs

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

4. Quality Assurance

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



Appendix

Appendix 1. DBA Program CLO – PLO Mapping

		PROGRAM LEARNING OUTCOMES*					
		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	Research Methodology and Data Analysis - 3CH						
CLO1	Critically evaluate epistemological and ontological assumptions underlying business research paradigms and their implications for research design.	x		x			
CLO2	Formulate complex and original research problems in business contexts, grounded in a rigorous synthesis of existing literature and theoretical frameworks.		x	x	x		
CLO3	Design and justify methodologically sound research strategies, including qualitative, quantitative, and mixed methods approaches appropriate to doctoral-level inquiry.	x	x		x		
CLO4	Apply advanced techniques for data collection, analysis, and interpretation, demonstrating methodological coherence and research integrity.	x	x				x
CLO5	Defend ethical and scholarly standards in the design and conduct of research, reflecting autonomy, originality, and responsibility in addressing real-world business challenges.		x			x	

Global Business Strategy, Sustainability and Ethics - 3CH						
CLO1	Critically evaluate advanced strategic theories and global business frameworks, demonstrating an expert-level understanding of their relevance in diverse international contexts.			x	x	
CLO2	Synthesize multidisciplinary knowledge—including economics, geopolitics, culture, and innovation—to construct integrative strategies that address complex global business challenges.		x	x		
CLO3	Design and justify innovative, foresight-based strategic responses to dynamic global market conditions, leveraging advanced analytical tools and scenario planning techniques.	x			x	
CLO4	Formulate and defend sustainable, ethically grounded global business strategies that account for cross-cultural, regulatory, and environmental factors.				x	x
CLO5	Demonstrate intellectual leadership and autonomy by generating original insights and contributing to strategic decision-making practices in global business settings.		x			x
Statistical and Quantitative Techniques for Business Research - 3CH						
CLO1	Critically appraise and justify the use of advanced statistical techniques to address complex business research questions.	x	x			

CLO2	Design, execute, and evaluate statistical models, including multivariate and structural equation models, ensuring	x	x			x	
------	---	---	---	--	--	---	--

	methodological rigor and ethical standards.						
CLO3	Synthesize quantitative data using advanced software to generate novel, evidence-based insights relevant to business decision-making.		x	x	x		
CLO4	Interpret, defend, and communicate complex statistical findings clearly and persuasively to scholarly and professional audiences.		x				x
CLO5	Formulate and critique research strategies integrating statistical evidence into empirical investigations that advance theoretical and practical knowledge.	x	x	x	x		

Applied Qualitative Research for Strategic Decision-Making - 3CH							
CLO1	Critically evaluate philosophical foundations of qualitative research in strategic contexts.	x		x		x	
CLO2	Design and justify methodologically rigorous qualitative research projects.	x	x				
CLO3	Apply advanced qualitative methods (e.g., ethnography, grounded theory, thematic analysis) to investigate complex business problems.	x	x		x		
CLO4	Synthesize and interpret qualitative data to generate insights for strategic decision-making.		x		x		x
CLO5	Demonstrate ethical sensitivity and integrity in qualitative inquiry across cultural and organizational contexts.					x	x

CLO4	Reflect critically on ethical and global dimensions of leadership in driving strategic organizational change.		x		x	x	x
CLO5	Communicate complex theoretical and applied leadership concepts effectively to scholarly and professional audiences.						x

	Corporate Governance and Financial Risk - 3CH						
CLO1	Critically evaluate corporate and AI governance theories, frameworks, and regulatory environments in national and global contexts.		x	x		x	
CLO2	Analyze ethical and accountability issues arising from executive decisions and AI-enabled systems.				x	x	
CLO3	Design governance strategies that address financial risk and accountability in complex environments.		x	x			
CLO4	Assess the impact of AI technologies on stakeholder trust, transparency, and responsible leadership.			x	x		
CLO5	Communicate critical insights and policy recommendations effectively to professional, academic, and regulatory audiences.	x					x
	Emerging Technology, Innovation and Entrepreneurship for Business Leaders - 3CH						
CLO1	Critically evaluate theoretical frameworks of innovation and entrepreneurship within different organizational and global contexts.		x	x	x	x	

CLO2	Analyze the role of leadership, ecosystems, and institutional factors in fostering innovation and entrepreneurial growth.		x	x	x	x	
CLO3	Formulate strategic innovation and entrepreneurship initiatives aligned with performance, impact, and scalability.		x	x	x		
CLO4	Design evidence-based research that addresses complex challenges in innovation, entrepreneurship, and commercialization.	x	x	x			
CLO5	Communicate advanced insights and policy recommendations on innovation						x
	and entrepreneurship to academic and practitioner audiences.						

Special Topic in Business and Management - 3CH

CLO1	Critically analyze and synthesize current theoretical and empirical research related to a specialized business topic.	x		x			
CLO2	Design and justify an original research inquiry or strategic framework addressing a complex issue in the selected domain.		x		x		
CLO3	Evaluate and apply advanced methodological approaches relevant to the selected topic area.	x	x				
CLO4	Demonstrate intellectual autonomy in developing strategic or theoretical insights contributing to the field.		x		x	x	
CLO5	Communicate complex ideas, critiques, and findings clearly to academic, professional, and policy audiences.						x

Dissertation (Applied Research) Proposal - 9CH						
CLO1	Identify and formulate a significant applied research problem in business or management.		x		x	
CLO2	Critically review and synthesize scholarly literature to construct a theoretical and conceptual framework.		x	x		
CLO3	Select and justify an appropriate research design and methodology for applied research.	x	x			
CLO4	Demonstrate intellectual autonomy in developing a coherent and feasible research plan.	x	x			
CLO5	Exhibit ethical awareness and integrity in research planning.				x	
CLO6	Communicate the proposed research effectively in written and oral formats.					x
Dissertation (Applied Research) – 21CH						
CLO1	Execute an original applied research project based on a previously approved proposal, addressing a complex business problem using rigorous methodological approaches.	x	x			
CLO2	Collect, analyze, and interpret primary data to generate actionable insights aligned with strategic organizational needs.	x			x	
CLO3	Integrate multidisciplinary theories with real-world practices to frame and resolve applied business issues.			x	x	

CLO4	Demonstrate ethical research conduct and ensure integrity, confidentiality, and professionalism throughout the research process.					X	
CLO5	Produce a substantial written dissertation that meets scholarly standards and contributes to professional knowledge and practice.		X				X
CLO6	Defend research findings orally and in writing to academic, professional, and policy audiences with clarity and authority.						X