

Abu Dhabi School of Management

Master of Business Administration (MBA)

Program Outline

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

SCA Submission	September 2026
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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.

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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 Master of Business Administration (MBA) program offered by Abu Dhabi School of Management (ADSM) received its last Renewal of Program Accreditation by the Commission for Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research on 3 January, 2024 ([E1.1 CAA MBA RPA Approval 2024](#)). The MBA program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large, empowered private sector and promoting non-oil industries, supported by a sustainable knowledge-based economy. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of leadership, entrepreneurship, and senior business management.

1. Program Structure

Table 1.1 Program Structure – MBA General Track (30 credit hours)

Course code	Course title	Credit hours
MBA Core Courses: 6 courses / 18 credits		
IEP 6211	Innovation & Entrepreneurship	3
MKT 6212	Marketing Management	3
MGT 6412	Strategic Management and Leadership	3
FIN 6312	Financial Management	3

ECN 6311	Managerial Economics	3
OPS 6312	Operations and Supply Chain Management	3
General Track Core Course: 1 course / 3 credits		
MBA 7412	Application of Artificial Intelligence for Business	3
General Track Electives: 2 courses / 6 credits		
MBA 7113	Growth and Transformation of SMEs	3
MBA 7214	Global Supply Chain Strategy and Risk Management	3
MBA 7311	Introduction to Fintech and Blockchain	3
MBA 7411	Digital Transformation Strategy and Leadership	3
Applied Project: 1 course / 3 credits		
MBA 8920	Applied Entrepreneurship Project	3

**Table 1.2 Program Structure – MBA Digital Transformation and AI Management Track
(30 credit hours)**

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

MBA 7412	Application of Artificial Intelligence for Business	3
Digital Transformation and AI Management Track Elective Course: 1 course / 3 credits		
MBA 7413	Business Analytics and AI for Decision-Making	3
MBA 7414	Ethics, Governance, and Risk Management in Digital Transformation	3
Applied Project: 1 course / 3 credits		
MBA 8920	Applied Entrepreneurship Project	3

Table 1.3 Program Structure – MBA FinTech and Digital Currencies Track (30 credit hours)

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

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 the program and continue to reflect the knowledge, skills, and competencies approved by the CAA. PLOs for the program are shown in the table below.

Table 3.3.1 MBA Program Learning Outcomes (PLOs) mapped to QFEmirates Level 7 Indicators

Program Learning Outcomes (PLOs) Level 7. Students completing the MBA program will be able to:	QFEmirates Level 7 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
PLO1 Critically analyze opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society			
PLO2 Demonstrate the ability to make decisions based on ethical values and social awareness in business contexts.			
PLO3 Review multiple theories and perspectives for the interpretation of comprehensive challenges to the business.			
PLO4 Critically evaluate and apply appropriate evidence-based inquiry and analytical tools to generate sustainable business solutions in domestic and global contexts.	x	x	x
PLO5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions reflecting entrepreneurial thinking.			
PLO6 Develop advanced skills, such as those relating to team management, leadership, and digital transformation, to manage complex situations in various business contexts.			



3. Course Learning Outcomes and Mapping to PLOs

Course Learning Outcomes (CLOs) and their mapping to the PLOs are 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

MBA CLO-PLO Mapping: Shared Core Courses

MBA Program

INNOVATION & ENTREPRENEURSHIP	
IEP 6211	
CORE	
CLO1	Critically analyze the current business landscape, identifying gaps and opportunities for innovative and entrepreneurial businesses in various contexts.
CLO2	Synthesize multiple theories and frameworks to develop entrepreneurial thinking.
CLO3	Critically evaluate a wide variety of approaches used for developing innovative solutions.
CLO4	Defend evidence-informed proposals using relevant theoretical and conceptual underpinnings to address sustainability challenges faced by entrepreneurial businesses.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X					
		X		X	
X			X		
		X	X		

MARKETING MANAGEMENT	
MKT 6212	
CORE	
CLO1	Critically analyze the role of marketing in developing innovative products and services in different business contexts.
CLO2	Investigate multiple marketing theories and concepts to address current challenges for entrepreneurial businesses.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
		X		X	

CLO3	Implement tools necessary for the development of innovative new products, and for generating digital marketing solutions.
CLO4	Generate marketing decisions using relevant digital technology and entrepreneurial skills for solving complex marketing issues.

X					X
				X	X

STRATEGIC MANAGEMENT AND LEADERSHIP	
MGT 6412	
CORE	
CLO1	Critically analyze the role of ethics in strategic decision-making for sustainable businesses.
CLO2	Critically examine approaches used for addressing the strategic implications of digital transformation.
CLO3	Critically evaluate strategic options for entrepreneurial decision making in addressing business growth and associated social implications.
CLO4	Create and defend strategic business proposals demonstrating effective leadership and digital transformation skills.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	X		X		
			X		X
	X			X	
			X		X

FINANCIAL MANAGEMENT	
FIN 6312	
CORE	
CLO1	Critically appraise a detailed body of knowledge of recent developments in finance and financial management
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to finance
CLO3	Critically apply advanced skills required in research, analysis, evaluation of complex ideas, information, concepts and/or activities related to finance

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
		X	X	X	
		X			
			X	X	

CLO4	Synthesize advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to finance and financial management
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			X	X	
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OPERATIONS AND SUPPLY CHAIN MANAGEMENT	
OPS 6312	
CORE	
CLO1	Critically analyze the implications of operations decisions on managing product and service innovation.
CLO2	Critically review the theoretical models that address operations management challenges and foster entrepreneurship.
CLO3	Critically evaluate the impact of digital technologies on developing entrepreneurial approaches to improve operational performance.
CLO4	Propose innovative operations strategies for organizations using appropriate digital transformation skills.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
		X		X	
				X	X
X					X

MANAGERIAL ECONOMICS	
ECN 6311	
CORE	
CLO1	Critically analyze the impact of various economic policies on business innovation and sustainable growth.
CLO2	Critically evaluate the ethical implications of macro & micro economic decisions on addressing challenges for business stakeholders and society.
CLO3	Evaluate the impact of globalization on accelerating economic growth using appropriate economic tools and approaches.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X			X		
	X	X			
		X	X		

CLO4	Develop recommendations that build social awareness of the role of economics in solving challenges arising from externalities and asymmetric information in a variety of contexts.
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X	X				
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APPLIED ENTREPRENEURSHIP PROJECT	
MBA 8920	
PROJECT	
CLO1	Critically evaluate a complex organizational problem or opportunity using appropriate business theories, analytical frameworks, and entrepreneurial perspectives.
CLO2	Design and conduct an applied business project using appropriate evidence-gathering, analytical, digital, and professional tools to generate evidence-based recommendations for organizational improvement or entrepreneurial venture development.
CLO3	Develop innovative, feasible, and sustainable entrepreneurial solutions that integrate strategic, ethical, financial, and operational considerations.
CLO4	Communicate and defend project findings and recommendations through professional written and oral outputs, demonstrating leadership and accountability for decisions in a complex business context.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
			X		
X	X			X	
					X