

Abu Dhabi School of Management

Master of Science in Business

Analytics

(MSBA)

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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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 Science in Business Analytics (MSBA) program offered by Abu Dhabi School of Management (ADSM) was initially accredited on 24 April, 2018, and received its last Renewal of Program Accreditation on 25th of March 2022 by the Commission for Academic Accreditation (CAA), Higher Education Affairs - Ministry of Education ([E. 1.1 RPA MSBA 2022](#)). The program subsequently received approval for a substantive change on 29th of April 2022 supporting the introduction of two concentrations. The MSBA supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a technology- and data-led knowledge economy within the private sector and government organizations. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of business analytics and artificial intelligence (AI).

1. Program Structure

The structure of the MSBA program is as follows.

Table 1.1 Program Structure (AI Management Stream)

<i>Code</i>	<i>Type</i>	<i>Title</i>	<i>Credits</i>
General Core Courses			
BUS 8401	Core	Analytics in Business	3
BUS 8402	Core	Research Methods for Business Analytics	3
BUS 8403	Core	Maths and Statistical Foundations for Analytics	3
BUS 8404	Core	Optimization & Decision Systems	3
BUS 8405	Core	Machine Learning	3
			15
Major Core Courses			
AIM 8601	Major Core	Applied Artificial Intelligence	3
AIM 8602	Major Core	AI Business Application.	3
AIM 8603	Major Core	AI Strategy and Change	3
			9

		Thesis Track	
AIM 8918	Thesis	MSBA Individual Consultancy Thesis I	3
AIM 8919	Thesis	MSBA Individual Consultancy Thesis I	3
			6
		OR	
		Applied Project Track	
AIM 8920	Applied Project	Applied Project	3
TBC	Major Elective	One additional Elective (from those offered)	3
			6
		Major Elective Courses (two required)	
AIM 8604	Major Elective	AI Innovation and Entrepreneurship	3
AIM 8605	Major Elective	AI and society.	3
AIM 8606	Major Elective	AI Ethics and Policies	3
AIM 8607	Major Elective	AI Boardroom Analytics	3
			6
TOTAL CREDIT HOURS			36

Table 1.2 Program Structure (Big Data Management Stream)

<i>Code</i>	<i>Type</i>	<i>Title</i>	<i>Credits</i>
		General Core Courses	
BUS 8401	Core	Analytics in Business	3
BUS 8402	Core	Research Methods for Business Analytics	3
BUS 8403	Core	Maths and Statistical Foundations for Analytics	3
BUS 8404	Core	Optimization & Decision Systems	3
BUS 8405	Core	Machine Learning	3
			15
		Major Core Courses	
BDM 8501	Major Core	Data Management	3
BDM 8502	Major Core	Visualization	3
BDM 8503	Major Core	Data Strategy	3
			9
		Thesis Track	

BDM 8918	Thesis	MSBA Individual Consultancy Thesis I	3
BDM 8919	Thesis	MSBA Individual Consultancy Thesis I	3
			6
		OR	
		Applied Project Track	
BDM 8920	Applied Project	Applied Project	3
TBC	Major Elective	One additional Elective (from those offered)	3
			6
		Major Elective Courses (two required)	
BDM 8504	Major Elective	Digital Marketing Analytics	3
BDM 8505	Major Elective	Workforce Analytics	3
BDM 8506	Major Elective	Business Analytics, Ethics and Policies	3
BDM 8507	Major Elective	Big Data Boardroom Analytics	3
			6
TOTAL CREDIT HOURS			36

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

Program Learning Outcomes and Mapping to QFE indicators

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 in ADSM's 2026 Substantive Change application. PLOs for the program are shown in the table below.

Table 2.1 MSBA Program Learning Outcomes (PLOs) mapped to QFEmirates Level 7 Indicators

Program Learning Outcomes (PLOs) Level 7. Students completing the MSBA program will be able to:	QFEmirates Level 7 Descriptors		
	Knowledge (K)	Skills (S)	Responsibility (R)
MSBA - General Learning Outcome (GLO)			
GLO1 Critically appraise current issues in Business Analytics	x	x	x
GLO2 Critically examine large data sets within organizational contexts			
GLO3 Critically assess wide range of appropriate technology that transform new and abstract data in problem-solving solutions			
GLO4 Critically evaluate current research in advanced problem-solving that is used to interrogate large data sets			
MSBA – Big Data Management Learning Outcomes (BDLO)			
BDLO1 - Compare trending Big Data management technologies in addressing strategic business needs	x	x	x
BDLO2 - Propose strategic business solution/s to solve challenges in Big Data management			
BDLO3 – Critically examine independent learning strategies to extend professional knowledge of Big Data management, relating to changing innovations, research, ethics, and relevant standards			
MSBA – Artificial Intelligence Management Learning Outcomes (AILO)			
AILO1 - Compare recent Artificial Intelligence management applications to recommend strategic business solution/s	x	x	x
AILO2 - Integrate Artificial Intelligence management applications to address changing business needs			

3. Course Learning Outcomes and Mapping to PLOs

Course Learning Outcomes (CLOs) and their mapping to PLOs remain unchanged for all existing courses. Please see 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. MSBA Program CLOs vs PLOs

MASTER OF SCIENCE IN BUSINESS ANALYTICS

Core Courses

Analytics in Business	
BUS 8401	
CORE	
CLO1	Critically appraise business analytics concepts for ethical decision making
CLO2	Critically examine the business impact on enterprise environment by using operational data
CLO3	Critically evaluate a wide range of business analytics approaches to organize and analyze business data
CLO4	Improve the organizational environments by critically analyzing a variety of business data to address dynamic changes

GLO1	GLO2	GLO3	GLO4
x			
	x		
		x	
			x

Research Methods for Business Analytics	
BUS 8402	
CORE	
CLO1	Critically analyze various business paradigms for identification of a business analytics problem
CLO2	Critically examine different research and business analytics approaches and methodologies to formulate high-level research aims, questions, and objectives in the form of a business proposal
CLO3	Critically evaluate advanced techniques for conducting ethical research using quantitative and qualitative data
CLO4	Construct a business research report documenting appropriate research design, argumentation, and visualization of data

GLO1	GLO2	GLO3	GLO4
x			
	x		
		x	
			x

Maths and Statistical Foundations for Analytics	
BUS 8403	
CORE	
CLO1	Critically examine the role of math & statistics in business analytics
CLO2	Critically evaluate appropriate statistical methods and tools for data analysis
CLO3	Integrate various statistical methods in solving business challenges
CLO4	Propose business solutions based on the results of the inferential statistics

GLO1	GLO2	GLO3	GLO4
x			
	x		
		x	
			x

Optimization and Decision Systems	
BUS 8404	
CORE	
CLO1	Critically examine various analytical and computational methods for informed managerial decision making
CLO2	Critically evaluate optimization problems using mathematical modeling techniques and concepts
CLO3	Construct optimal solutions for effective business operations
CLO4	Solve optimization problems using optimization and decision system models, methods, and approaches

GLO1	GLO2	GLO3	GLO4
x			
	x		
		x	
			x

Machine Learning	
BUS 8405	

CORE	
CLO1	Critically analyze significant characteristics of data sets to adopt machine learning methods and principles
CLO2	Critically appraise business problems to select and implement suitable machine learning methods
CLO3	Critically develop advanced problem solving skills to train, test, and validate phases of learning algorithms
CLO4	Formulate solutions to overcome challenges associated with new machine learning problem settings in a business environment

GLO1	GLO2	GLO3	GLO4
x			
	x		
		x	
			x

MSBA – Artificial Intelligence Management

Data Management	
BDM 8501	
MAJOR-BDM	
CLO1	Critically examine highly specialized knowledge of data management
CLO2	Critically analyse approaches of data management, practice, and policy to integrate into a business environment
CLO3	Develop decision-making skills to address current and emerging challenges in data management
CLO4	Propose data management solutions for a complex business environment

GLO1	GLO2	GLO3	GLO4
x			

Visualization	
BDM 8502	
MAJOR-BDM	
CLO1	Critically distinguish between various types of visualization to represent a variety of organizational data
CLO2	Critically evaluate data visualization techniques in solving analytical challenges
CLO3	Build advanced data visualization dashboards to interpret complex data distributions
CLO4	Propose ethical recommendations to overcome business challenges

GLO1	GLO2	GLO3	GLO4
	x		

Data Strategy	
BDM 8503	
MAJOR-BDM	
CLO1	Critically appraise the role of data strategy by integrating analytics into decision making
CLO2	Critically evaluate the key concepts and theories relating to the use and implementation of data strategy in a corporate culture
CLO3	Determine the value of organizational uses of data strategies to overcome the data analytics challenges
CLO4	Discover the role of a business manager in providing effective solutions using data strategies.

GLO1	GLO2	GLO3	GLO4
x			

Digital Marketing Analytics	
BDM 8504	
ELECTIVE-BDM	
CLO1	Critically appraise highly specialized knowledge of digital marketing data sets
CLO2	Critically assess digital analytics methodologies to overcome challenges of digital marketing analytics
CLO3	Critically evaluate business requirements of digital marketing to suggest appropriate models
CLO4	Propose ethical marketing analytics strategies to enterprise marketing problems

GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
	x					
				x		
					x	
						x

Workforce Analytics	
BDM 8505	
ELECTIVE-BDM	
CLO1	Critically examine the fundamentals of workforce ethics in an enterprise
CLO2	Critically evaluate data issues and ethical challenges to workforce analytics for optimized decision making
CLO3	Critically develop an effective workforce plans for critical workforce engagement and retention
CLO4	Critically propose recommendations for future workforce strategy implementation

GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
	x					
				x		
					x	
						x

Business Analytics Ethics & Policies	
BDM 8506	
ELECTIVE-BDM	
CLO1	Critically examine the ethical context of data that may apply to business analytics in a business environment
CLO2	Critically evaluate applications of business analytics that raise ethics and policy concerns
CLO3	Propose ethical policies and procedures to address business analytics challenges
CLO4	Formulate individual and ethical reasoning methods in the business analytics contexts

GLO1	GLO2	GLO3	GLO4	BDLO	BDLO2	BDLO3
x						
				x		
					x	
						x

Big Data Boardroom Analytics	
BDM 8507	
ELECTIVE-BDM	
CLO1	Critically appraise how executives understand and make data-sense decisions
CLO2	Critically examine systems thinking and strategic perspectives to data analysis
CLO3	Critically evaluate various alternative strategies applying big data techniques
CLO4	Recommend optimal big data actionable solutions to maximize opportunities while minimizing risks

GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
x						
				x		
					x	
						x

MSBA – Artificial Intelligence Management

Applied Artificial Intelligence	
AIM 8601	
MAJOR-AIM	
CLO1	Critically appraise the application of AI from business leader's perspectives
CLO2	Critically examine modern AI techniques to design a safe and ethical AI-based enterprise culture
CLO3	Integrate AI planning techniques to build various enterprise functions
CLO4	Propose AI-based business intelligence and analytics solutions for enterprises

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
x						
				x		
					x	
						x

AI Business Applications	
AIM 8602	
MAJOR-AIM	
CLO1	Critically appraise contemporary AI business applications based on optimized data
CLO2	Determine the strategic impact of implementing AI within various enterprise functions
CLO3	Critically evaluate various AI techniques or models to gain enterprise strategic competitiveness
CLO4	Discover a potential business strategy for implementing AI technology in an enterprise

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
x						
				x		
					x	
						x

AI Strategy & Change	
AIM 8603	
MAJOR-AIM	
CLO1	Critically appraise the role of AI strategy by integrating analytics into decision making
CLO2	Critically evaluate key concepts, tools, and theories relating to the implementation of AI strategy in enterprises
CLO3	Determine the value of AI strategy to overcome data analytics challenges
CLO4	Discover the role of business analytics manager to support AI strategy

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
x						
				x		
					x	
						x

AI Innovation & Entrepreneurship	
AIM 8604	
ELECTIVE-AIM	
CLO1	Critical examine contemporary AI innovations and their prospects in global enterprise
CLO2	Determine challenges in the process of initiating, designing, and presenting ideas for startups
CLO3	Design an innovative AI product or service for the local market
CLO4	Propose an innovative idea to potential investors or stakeholders

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
x						
				x		
					x	
						x

AI in Society	
AIM 8605	
ELECTIVE-AIM	
CLO1	Critically appraise the trending AI technologies that are transforming global society
CLO2	Determine the impact of AI governance concerning to enterprise data
CLO3	Propose ethical AI techniques to overcome challenges that improve quality and delivery of services to society.
CLO4	Execute ethical solutions to address AI challenges in society

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
	x					
				x		
					x	
						x

AI Ethics & Policies	
AIM 8606	
ELECTIVE-AIM	
CLO1	Critically appraise broader perspective of AI theory, ethics, practices, and policies
CLO2	Critically evaluate philosophical and conceptual foundations of responsible AI
CLO3	Discuss practical and responsible aspects of AI ethics and policies implementation
CLO4	Integrate AI ethics and policies for responsible use of AI in an enterprise

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
	x					
				x		
					x	
						x

AI Boardroom Analytics	
AIM 8607	
ELECTIVE-AIM	
CLO1	Critically appraise how executives understand and make data-sense decisions
CLO2	Critically examine systems thinking and strategic perspectives to data analysis
CLO3	Critically evaluate various alternative strategies applying artificial intelligence techniques
CLO4	Recommend optimal AI actionable solutions to maximize opportunities while minimizing risks

GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
x						
				x		
					x	
						x