



PRME

# SHARING INFORMATION ON PROGRESS (SIP) REPORT 2022

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# Partnerships & Notable Achievements



# An introduction to our SIP report

This is ADSM's Sharing Information on Progress (SIP) Report on the implementation of the Principles for Responsible Management Education (PRME)

The Abu Dhabi School of Management (ADSM), owned by the Abu Dhabi Chamber. It is a unique business school in the region, focusing on innovation and entrepreneurship. Our vision is to be a center of excellence for entrepreneurship, leadership and management through the discovery and dissemination of knowledge. We seek to produce a new cadre of entrepreneurial managers – highly talented graduates equipped in the science of management, who take the lead in innovating, improving, and enhancing their environments.<sup>1</sup>

UN SDGs	PRME
<p>The United Nation Sustainable Development Goals (UN SDGs) are the blueprint to achieve a better and more sustainable future for all. They are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. The UN's 17 Sustainable Development Goals comprise themes such as Quality Education, Gender Equality, Industry, Innovation and Infrastructure, Sustainable Cities and Communities, and Partnerships to achieve the goals, which are central to our aims at Abu Dhabi School of Management.</p> <p>Source : <a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a></p>	<p>Principals of Responsible Management Education (PRME) is an initiative of the UN Global Compact, founded as a platform to support increased sustainability in business schools around the world. With over 850 signatories, PRME is the largest voluntary engagement platform for academic institutions to transform teaching, research and thought leadership in support of universal values of responsibility, ethics, and sustainability (RES).</p> <p>Source : <a href="https://www.unprme.org/about#">https://www.unprme.org/about#</a></p>

The report is structured in accordance with the PRME six principles<sup>2</sup>, specifically:

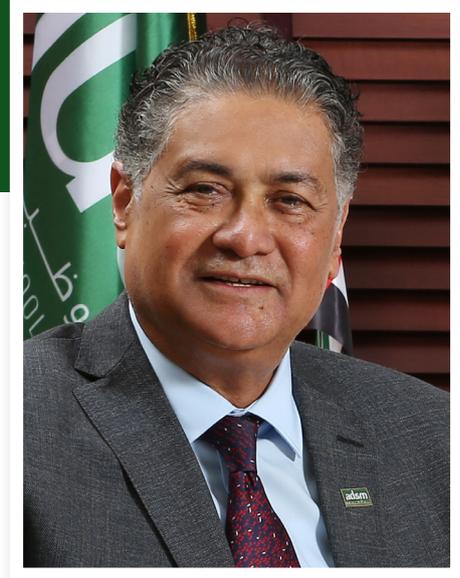
- Purpose
- Values
- Method
- Research
- Partnerships
- Dialogue

This SIP discusses ADSM's achievements in implementing the RPME six principles and their integration in teaching, research, and community activities. It highlights ADSM's main initiatives such as innovation, entrepreneurship and sustainable management practices, and the role of sustainability-focused education in building competencies for the future leaders. The progress report concludes with reflecting on the achievement of UN PRME goals and highlighting the future plan for 2022-2023.

<sup>1</sup>See more at Abu Dhabi School of Management (ADSM) : [Rankings, Fees & Courses Details | Top Universities](#)

<sup>2</sup>Available at: <https://www.unprme.org/what-we-do>

# A letter from the President of Abu Dhabi School of Management



ADSM is designed to fill a particular niche for the development of innovative and entrepreneurial leaders in Abu Dhabi and the UAE. It seeks to produce a new cadre of entrepreneurial managers – highly talented graduates equipped in the science of management, who take the lead in innovating, improving, and enhancing their environments – whether they find themselves in a start-up venture, a corporation, a governmental organization, or whether it is the community at large (ADSM Catalog, Academic Year 2018-19).

ADSM supports Abu Dhabi community by offering non-traditional delivery of unique and disruptive programs. It provides evening and weekend courses that fit in and around students' work commitments. The programs are also challenging, providing state of the art technology, and delivered by internationally and industry experienced faculty (ADSM Annual Report 2020-2021)

ADSM is a member of the European Foundation for Quality Management (EFQM). EFQM is a worldwide innovative, not-for profit organization for quality management. This partnership helps ADSM students develop understanding of quality management in the UAE Industry and undertake research projects for achieving business excellence. Through this and other partnerships, ADSM is able to contribute to the UN's Principles for Responsible Management Education (PRME), as well as initiatives such as the United Nations Global Compact.

Because of ADSM's unique programs and the specific focus on entrepreneurship education, we are able to distinguish ourselves from similar institutions located in the Emirates of Abu Dhabi and the United Arab Emirates. Our endeavours are guided by ADSM Strategic Plan 2021-2025, an ambitious transformational plan with three main priorities: academic excellence, community reputation, and sustainable management (ADSM Strategic Plan 2021-2025). We believe that these priorities will empower ADSM to become a leading teaching-intensive and research-oriented, business school by the end of 2025.

We are proud to witness ADSM's substantial accomplishments in research, education, collaboration with industry, local government and businesses, and ongoing commitment to the community over the past two years. We strongly believe that our involvement with and contribution to the UN PRME will help us apply the best practice in responsible management education. I submit to you our first Sharing Information on Progress (SIP) report, 2022.

**Prof. Dr. Abdullah A. Abonamah**  
*President and Provost*

# A letter from the Dean of Abu Dhabi School of Management



ADSM is an academic Higher Education Institution (HEI) in the Emirate of Abu Dhabi. ADSM and its academic programs are licensed and accredited by the Ministry of Education (MoE), Commission of Academic Accreditation (CAA), and Abu Dhabi Department of Education and Knowledge (ADEK).

ADSM strives to support the UAE National Agenda 2021 that emphasizes on the development of a first-rate education system. In alignment with this goal, ADSM offers programs that have unique characteristics that distinguishes it from similar programs offered locally. For example, the Master of Business Administration (MBA) program is focused on entrepreneurship. During the program, students work on a program from ideation to execution. Similarly, the Master of Science in Quality and Business Excellence (MSQBE) program includes business excellence in addition to quality. The Master of Science in Leadership and Organizational Development (MSLOD) provides skills necessary for today's dynamic business environment. The Master of Science in Business Analytics (MSBA) program is designed specifically for students wishing to develop their analytics skills and solve business problems through using analytical tools and methods<sup>1</sup>.

ADSM strive to support the UAE AI strategy with its Artificial Intelligence Management (AIM) Institute. The institute will bring academics, researchers, and industry specialists (including leaders, entrepreneurs, and senior managers) and provides innovative ideas

and seed funding for different projects. Some of these projects reflect the “entrepreneurial managers and leaders” orientation of ADSM and contribute to the principles of responsible management education and sustainable environment.

As a Business School offering unique Master level programs, ADSM is deemed to play a significant role in both national and regional markets. Equipped with highly qualified staff and academics, and appropriate infrastructure, we are amongst the group of local business schools and universities capable of delivering high quality education and excellence research, alongside extensive community services on a large scale.

With our first PRME SIP Report (2022) and the reported sustainability initiatives, we confidently show that ADSM successfully continues to embed and strengthen our commitment towards the PRME principles.

**Dr. Marc Poulin**  
*Academic Dean*

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<sup>1</sup> Available at <https://adsm.ac.ae/about-us/>

# Executive summary

Business schools play an important role in educating the next generation of responsible leaders and managers for a better world. Through teaching, research, innovation, and sustainable operations, HEIs can develop their students' capabilities as future leaders to contribute to a more inclusive and sustainable economy. Universities and business schools can also advance knowledge on ethical value-creation, responsible leadership, and sustainable development goals. This can be achieved through collaboration, partnership, and networks. Such dialogue and debate among various stakeholders help to advance solutions to sustainability issues and climate change challenges.

This report provides a summary of the main activities and achievements made by Abu Dhabi School of Management (ADSM) since becoming a signatory to the Principles for Responsible Management Education (PRME) in 2020. It is presented in accordance with the PRME six principles (Purpose, Values, Method, Research, Partnership, and Dialogue), each of which have some alignments with the ADSM Strategic Plan's goals and objectives<sup>1</sup> To measure its sustainability impact, ADSM ensures all these activities are aligned with the sustainability components of the Strategic Plan 2021-25. Moreover, feedback collected from students and other stakeholders is used to improve the implementation of our sustainability initiatives in future.

Through leveraging on our initial success in implementing the sustainability components in the Strategic Plan, ADMS will continue to further integrate sustainability and UN SDGs into its teaching, research, and daily operations to build a stronger foundation. ADSM will also review its sustainability priorities and initiatives, continue to collaborate with its partners, and foster new relationships and partnerships with key end-users to sustain its sustainability values and practices.



<sup>1</sup>Available at <https://www.unprme.org/what-we-do>

ADSM Strategy 2021-2025	Related PRME Principles*	ADSM Strategic Initiatives and Achievements
Strategic Goal 1: Achieve academic excellence	(1) Purpose – Students as future generators of sustainable value for business and society at large	ADSM Graduate Capabilities (1.1) ADSM Equality, Diversity and Tolerance (1.2) ADSM Sustainability Plan (1.3)
	(3) Method – Academic activities and curricula that incorporate the values of global social responsibility	PLOs and Responsible Business Education (3.1) MBA Signature Learning Experience (3.2) Educational Environment for Responsible Leadership/ Management (3.3)
Strategic Goal 2: Foster research and scholarship aligned to local and national goals	(4) Research – The role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.	Research Quality and Impact (4.1) ADSM Case Center (4.2) Student Research and Publications (4.3) Research Output related to PRME themes (4.4)
Strategic Goal 3: Implement good governance and sound management practices	(1) Purpose – Students as future generators of sustainable value for business and society at large	ADSM Sustainability Plan (1.3) ADSM Sustainability Goals (1.3.1) ADSM Sustainability Initiatives (1.3.2)
Strategic Goal 4: Sustain a friendly environment in which an individual's potential can flourish	(1) Purpose – Students as future generators of sustainable value for business and society at large	ADSM Equity, Diversity, and Tolerance (1.2)
	(5) Partnership – Interact with managers of business corporations in meeting social & environmental responsibilities	ADSM Networks and Alliances (5.1)
Strategic Goal 5: Strengthen our community reputation and engagement	(2) Values – Global Social Responsibility, United Nations Global Compact	Ethical Behaviour in the Curriculum (2.1) Environmentally Sustainable Business (2.2) Integration of Sustainability Features into the Campus operations (2.3) Integration of Human Rights issues in Student initiatives (2.4)
	(6) Dialogue – Critical Issues related to global social responsibility and sustainability	Community Events related to UN SDGs (6.1) Faculty and Students Awards for Community Contribution (6.2) Dialogue Through Conferences (6.3) Dialogue Through Media and Journals (6.4)
	Executive Energy Management program (5.4)	

\* Available at <https://www.unprme.org/what-we-do>

Table 1. Alignment of ADSM Strategic goals, PRME principles and Strategic Initiatives and achievements

# THE SIX PRME PRINCIPLES

The PRME six principles constitute the foundation for the work ADSM carries out on responsible management education (<https://www.unprme.org/what-we-do>).

## PRINCIPLE 1 | PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy

## PRINCIPLE 2 | VALUE

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

## PRINCIPLE 3 | METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

## PRINCIPLE 4 | RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

## PRINCIPLE 5 | PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and jointly explore effective approaches to meeting these challenges.

## PRINCIPLE 6 | DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

## PRINCIPLE 1 | PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy (<https://www.unprme.org/what-we-do>).

The Abu Dhabi School of Management (ADSM) was established in 2010 under the sponsorship of Abu Dhabi Chamber (ADC, formerly Abu Dhabi Chamber of Commerce and Industry). ADSM is designed to fill a particular need for the development of innovative and entrepreneurial leaders in Abu Dhabi and the UAE. It is a relatively new arrival in the Abu Dhabi Higher Education landscape, having launched its first MBA class in 2013 (ADSM Faculty Handbook).

The societal lockdowns throughout the world had a major impact on the global economy, which also affected the UAE economy in significant ways such as elimination of tourism, reduced global demand for oil, and reduced necessity for real estate investments. The environment created uncertainty in the local economy and people are still afraid to spend on non-essential matters such as graduate education and personal development as a whole. Although the impact on student enrolment was quite marked, ADSM's enrolment remained satisfactory during the period of the COVID-19 pandemic.

Abu Dhabi School of Management (ADSM) plays a significant role within the local, national, and regional community. To achieve this goal, ADSM aims to produce high calibre graduates equipped with practical competencies to take the lead in innovating, improving, and enhancing their environments, and to prepare future leaders that contribute to sustainable socio-economic development in the knowledge economy.

Within the first reporting period (2020-2021), the following initiatives and achievements have occurred in the implementation of ADSM Strategic Plan 2021-2025. These include:

- Enhancing graduate capabilities (Section 1.1),
- Cultivating a culture of equality, diversity, and tolerance (Section 1.2),
- Developing a Sustainability Strategic Plan (Section 1.3).

Each of these strategic developments has a significant impact on our students' skills, capabilities, and learning experience, as described below.

### 1.1 ADSM Graduate Capabilities

In line with Principle 1: Purpose, "UNSW aspires to develop globally focused graduates who are rigorous scholars, capable of leadership and professional practice in an international community", ADSM has articulated the following graduate capabilities for our students.

- Entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy.
- Highly educated graduates equipped with advanced management skills, who take the lead in innovating, improving, and enhancing their environments.
- Local, national, and regional citizens who are creative problem solvers with an innovative approach, comfortable when dealing with local, regional, and global challenges of the contemporary environment.

ADSM continues to develop and integrate these capabilities across all academic programs. This approach is applied to the design of both the entire curriculum and individual courses to ensure that there is consistency between the course syllabuses. In addition, the program learning outcomes are aligned with the CAA Standards 2019 and QFEmirates Level 9 requirements. ADSM has Implemented SMART monitored improvement action plans derived from both course and program critical self-evaluation reports.

ADSM is committed to providing quality and competitive opportunities in the marketplace, while increasing its brand value through its product/service mix. ADSM continues its commitment to nurture a culture of innovation, leadership and entrepreneurship driven by faculty initiatives, quality research, and practice-based activities that are aligned with ADSM strategic goals and objectives. To fulfil its mission, the ADSM strives to prepare its graduates to be “entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy” (ADSM Strategic Plan 2021-2025).

ADSM creates valuable learning experience for our students through providing an integrated, interdisciplinary approach to education and real-world knowledge. Our programs are built around a framework of Program Learning Outcomes (PLO) that match to QFEmirates Level 9 strands; our courses focus on the latest development in management based on the new trends and technologies in the contemporary business areas; and as future entrepreneurial managers and leaders who need to deal with a challenging environment, ADSM students are exposed to innovative ideas and

	AY 2019-2020		AY 2020-2021		Targets	
	Male	Female	Male	Female	Male	Female
<b>Faculty</b>	12	2	17	4	18	5
<b>Staff</b>	28	14	24	13	24	14
<b>Students</b>	249	241	210	244	240	250

Table 1.2.1 Gender ratios for faculty, staff and students

In particular, females appointed in AY 2020-2021 increased to four faculty members with the expectation that two more will be appointed in the next academic year. This number constitutes 24% of all academic staff. ADSM also supports the career development of its female staff by providing promotion opportunity to higher academic rank. Two women are expected to apply for promotion in AY 2022-2023.

### 1.2.2 ADSM Cognitive Diversity Metrics

Cognitive diversity is another important indicator of people with different backgrounds and/or knowledge, employed by an organisation. ADSM’s data showcases that the student body includes those of different education background. This includes their undergraduate degree in 18 different subject areas. The majority of the 56 staff members hold undergraduate degree in Business and Management (16), Information Technology & Computer Science (9) and Banking and Finance (7). ADSM continue to employ academic staff of different backgrounds, academic and industry experience.

### 1.2.3 ADSM Scholarships

ADSM offers different types of scholarships extended to applicants with outstanding academic records, with an exceptional level of technical background in relevant areas of computer science and engineering, or applicants who face financial constraints, including disadvantaged students. Scholarships include Merit based Scholarships, Teaching Assistant Scholarship (for Business Analytics Applicants), Employee Scholarship, Corporate Discount, and Financial Aid for Applicants who face financial constraints. ADSM offers scholarship opportunities to students who are financially disadvantaged under the name of Needs Based Scholarship. For example, such a scholarship was granted to one student in AY 2017-2018 in the MSQBE program. To promote Tolerance, Cultural Diversity, and Understanding, ADSM engages students in international programs and partnerships that expand their understanding of tolerance and diversity.

### 1.3. ADSM Sustainability Goals

The United Nations defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission of the United Nations, March 20, 1987).<sup>1</sup> ADSM’s approach to sustainability is set out as follows: Sustainability requires that the activities of ADSM are governed by the three pillars of sustainability: ecologically sound, socially responsible, and economically viable, and that they will continue to be so for future generations. An integrated approach to sustainability encourages the integration of these principles in curricula, research and the ADSM’s operation.

In line with this, ADSM addressed the importance of sustainability by incorporating it in its approved Strategic Plan 2021-2025. The ADSM’s Vision and Mission statements have been amended to include sustainability (<https://adsm.ac.ae/about-us/vision-mission/>). Furthermore, two KPIs related to sustainability were included in the Strategic Plan 2021-2025 in two goals: Academic and Management goals (ADSM Strategic Plan 2021-2025).

In addition, ADSM allocates special focus on the local development priorities of Abu Dhabi to the SDGs as shown in Figure 1.3.

Abu Dhabi Plan 2030	SDG
Social Development	  
Security, Justice and Safety	 
Economic Development	 
Vital Sectors Contributing to Economic Diversity	 
Vital Sectors Contributing to Economic Diversity	

Figure 3.1 Mapping of Abu Dhabi Development Priorities to SDGs<sup>2</sup>

<sup>1</sup> Available at <https://www.britannica.com/topic/Brundtland-Report>

<sup>2</sup> Extracted from the “United Arab Emirates and the 2030 Agenda For Sustainable Development”, available at [https://sustainabledevelopment.un.org/content/documents/20161UAE\\_SDGs\\_Report\\_Full\\_English.pdf](https://sustainabledevelopment.un.org/content/documents/20161UAE_SDGs_Report_Full_English.pdf)

While the emphasis here is mainly on “operate and implement sustainability practices”, the sustainability framework on effective implementation seeks to support ADSM’s processes through the following activities:

- Integration of sustainability features into new campus design
- Implement procurement practices that supports ADSM’s sustainability agenda
- Implement a significant number of tools to ensure water, recycling, electricity, and other forms of environmental sustainability
- Implement Enterprise Resources Planning (ERP) software including Odoo.

### 1.3.2 ADSM Sustainability Initiatives

In 2020 and 2021, several sustainability initiatives were undertaken. For example, under the Community Engagement activities, ADSM has organized several events e.g., Alumni Majlis: Mental Health and Well-being in the time of COVID-19 (10th Nov 2021), Creating Collaborative Communities: Ma’an University Roadshow (13th Oct 2021) and Heartsaver Month: CPR Workshop (17th March 2022).<sup>1</sup>

In May 2020, ADSM signed up to UN’s Principles for Responsible Management Education (PRME) and thus joined over 800 leading business and management schools from more than 90 countries who are dedicated to “transforming their teaching, research, and thought leadership in support of universal values of sustainability, responsibility, and ethics”.<sup>2</sup>

Like most higher education institutions in UAE, ADSM has also faced few significant challenges in the last two years. The primary use of energy at ADSM is to provide appropriate environment for teaching, research, and day-to-day operational activities. The ADSM’s electricity prerequisites have been met through setting ACs on energy save mode to ensure electricity consumption is optimized, turning on the electricity to the buildings at the start of the day and turn them off at the end of the day, having a default setting to put the computers to sleep mode when not in use.

Another sustainability initiative was to optimize the waste reduction and procurement practices used at ADSM. To achieve this goal, ADSM’s focus is on implementing procurement practices that supports ADSM’s sustainability agenda. For example, in 2021, Executive committee approved changes in P 504 - Purchasing and Inventory Control Policy to align the policy with the ESG 2015 Standards and ensure a fair and transparent procurement process of materials and supplies. The resulting policy includes the main principles of responsible procurement practices that consider financial, social, and environmental impacts of campus landscape.



<sup>1</sup> See at <https://adsm.ac.ae/current-students/community-engagement-activities/>

<sup>2</sup> See at <https://www.unprme.org/signatory-members>

## PRINCIPLE 2 | VALUES

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact (<https://www.unprme.org/what-we-do>).

ADSM Strategy 2021-2025 articulates our core values aligned with our mission and vision to be one of the leading business schools both locally and regionally. These values are mostly based on raising quality and meeting the emerging corporate social responsibility agenda. ADSM's commitment to the Strategic Plan 2021- 2025 aligns our responsibility also with the PRME six principles (as evidenced in Table 1 in the introduction). Moreover, our strategic objectives and core values are indirectly related to the UN Global Compact principles through creating a friendly and sustainable environment, supporting employees' rights and respecting human rights in general, and those at ADSM, specifically.

ADSM adheres by the following principles of sustainability<sup>1</sup> as per Rodriguez et al. (2002) model (see Figure 2.1):

- **Environment:** Natural Resource, Pollution Prevention, Bio-Diversity, and Climate Change
- **Socio-Environmental:** Conservation Policy, Environmental justice, Global Stewardship, and Waste Reduction.
- **Economics:** Growth, Profit, Cost Savings, R&D, Innovation, and Capital Efficiency.
- **Environmental Economics:** Energy Efficiency, Renewable Fuel, Green Technology, and Energy Reduction.
- **Socio-Economics:** Fair Trade, Worker's Benefits, and Business Ethics.
- **Society:** Standards of Living, Education, Jobs, Equal Opportunities, and Human Rights.

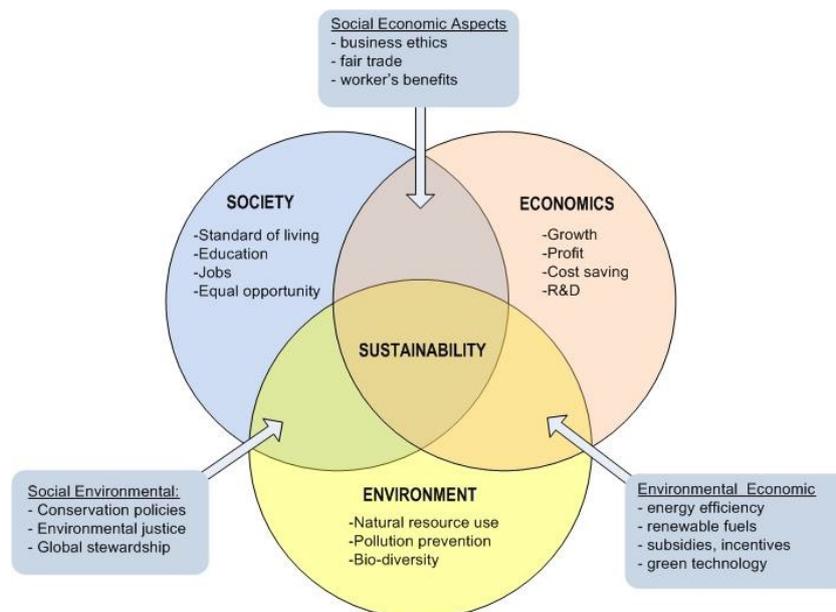


Figure 2.1 Pillars of sustainability (Rodriguez et al., 2002) <sup>2</sup>

<sup>1</sup>For the main concept of sustainability, see the World Commission on Environment and Development (1987): Our Common Future report, available at <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>

<sup>2</sup>See Rodríguez, S.I., Roman, M.S., Sturhahn, S.C., & Terry, E.H. (2002). Sustainability assessment and reporting for the University of Michigan's Ann Arbor campus. Center for Sustainable Systems, University of Michigan.

## 2.1 Integrating the principle of Ethical Behavior in the curriculum

ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance. Though ADSM does not offer specialist programs or courses integrating the “global social responsibility”, the learning outcomes of the existing programs emphasize on different aspects of Corporate Social Responsibility (CSR) including the ethical principles. For example, one of the learning outcomes of the MBA program is related to Ethics and Social Responsibility issue where the students should demonstrate the ability to make decisions based on ethical values and social awareness.<sup>1</sup> Moreover, one of the learning outcomes of the Master of Science in Leadership and Organizational Development (MSLOD) program is “Critically Evaluate the Ethical and Cultural Dimensions of Leadership”, where students should be able to propose decisions on key issues around strategic leadership, culture and ethics in organizations and business environment.<sup>2</sup>

The “Leadership Culture and Ethics” course is one of the fundamental courses in the MSLOD program. The course explores the key issues around strategic leadership, culture and ethics in organizations and business environments. This involves reviewing relevant theory, models and concepts and their practical application to business today. The course identifies the concepts and approaches involved in nurturing a culture of trust and ethical consideration in business. Successful business should demonstrate honesty, transparency, ethical behaviour, and open communication.<sup>3</sup> Likewise, Master of Science in Business Analytics (MSBA) program offers a course BUS 8412 “Data Management and Ethics”. Through this course, students gain experience of data processing and critical thinking regarding the issues of data ethics and privacy.<sup>4</sup>

## 2.2. Integrating the principle of Environmentally Sustainable Business

As part of its strategic goals, ADSM is aiming at provision of innovative and sustainable programs matched to regional and local industry needs. For example, to better address the principle of corporate responsibility and sustainable business, ADSM redeveloped its course on Leading Sustainable Performance as part of the Master of Science in Leadership and Organizational Development (MSLOD).<sup>5</sup> ADSM is in process of developing training courses in the area of corporate social responsibility (CSR) and sustainable business for practitioners in the framework of the Executive Energy Management Program.

As part of its industry collaborative efforts, ADSM initiates and manages several projects in the area of Environmentally Sustainable Business. For example, within the collaborative agreement with the Energy institute – Middle East (Abi Dhabi), ADSM is developing Executive & Master’s courses in Energy Management (Executive Leadership Program – Leadership in Energy). The module “Sustainability – SDG, ESG, Carbon & Emission Management” provides an overview of the relationship between energy and the environment. The key requirements of mandatory and voluntary carbon reporting and the principles of carbon mitigation and carbon offsetting and how to relate this to the UN SDGs<sup>6</sup> are taught in this course. It also addresses how this fits in with the ESG and Integrated Reporting Initiatives etc. In the same context, ADSM is planning to launch a Master’s in Energy Management program. The outline, content, syllabus, and modules for this program will be developed using the industry expertise and knowledge of the Energy Institute with ADSM inputs to ensure compatibility with the principles of environmentally sustainable business.

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<sup>1</sup> Available at <https://adsm.ac.ae/programs/master-of-business-administration/>

<sup>2</sup> Available at: <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development/>

<sup>3</sup> Available at <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development/leadership-culture-and-ethics/>

<sup>4</sup> Available at: <https://adsm.ac.ae/programs/master-of-science-in-business-analytics/>

<sup>5</sup> Available at: <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development/leading-sustainable-performance/>

<sup>6</sup> Available at: <https://sdgs.un.org/goals>

## 2.3 Integration of Sustainability Features into Campus operations

ADSM focuses on the implementation of sustainability within its operations relevant to ADSM Strategic goals and objectives. For example, Strategic Objective 4 is directly related to integration of sustainability with the campus operations, specifically buildings and grounds.

A strategic move is the ADSM initiative for a continuous migration towards becoming a paperless institution. For this goal to be achieved ADSM is targeting zero waste by reducing, reusing, and recycling of used paper. For example, in 2021 ADSM introduced the Enterprise Resources Planning (ERP) software, including Odoo facility, to automate several of its services and enhance the data integrity and synchronization.

## 2.4 Integration of Human Rights issues in student initiatives

ADSM faculty and students have been participating in different events with local community in recognition of human rights issues. For example, a sustainable giving event that occurred on October 22nd, 2019, was organized jointly with Zayed Charitable and Humanitarian Foundation, Abu Dhabi. The presentation was giving an overview of the Foundation (mission, strategy, vision, and values) and discussed their current humanitarian projects and aids. The successful collaboration with Zayed Foundation allows ADSM students to be involved in the Zayed foundation's current humanitarian projects and aids.

A notable example of ADSM students' recognition of their achievements and contributions in doing business for social good, is the project named "Zayed Higher Organization Services Mobile App (Wesal)". This application was developed to support activities of the Zayed Higher Organization for Humanitarian care and Special Needs and (ZHO). The ZHO provides a range of integrated services aimed at rehabilitating people of determination for inclusion in the community.<sup>1</sup> Wesal is a real-time application developed to support the activities of ZHO. It acts as a smart interface between ZHO and the parents of special needs children who are utilizing the services of ZHO. This project is the outcome of student participation in the Signature Learning Experience (SLE) course of the MBA program.



<sup>1</sup>See at <https://zho.gov.ae/ar/Pages/default.aspx>

## PRINCIPLE 3 | METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership (<https://www.unprme.org/what-we-do>).

ADSM seeks to provide career guidance for its students regardless of them being employed or not. ADSM offers programs that equip students with knowledge, skills, and competences, necessary for a dynamic and challenging business environment. In addition, the effective learning experience that we deliver increases our confidence that all our graduates understand the principles of socially responsible management applied in their chosen careers. Our programs and courses' learning outcomes emphasize on different aspects of responsible leadership and/or sustainable development. Since ADSM's students are highly competent middle- and high-level managers in their mid-careers, our courses are designed to incorporate a conceptual and experiential thread that integrates the principles of social responsibility, sustainability, and business ethics. Our main goal is to ensure that our graduates will achieve a successful career as entrepreneurial leaders and socially responsible managers.

In order for this process to be sustainable, we create programs, course materials, processes and student-centric environment that allow "effective learning experiences for responsible leadership" (PRME Principle 3).

### 3.1 PLOs and Responsible Business Education

In AY 2020-2021, three of our programs completed the external review stage of the re-accreditation process. As part of this process, extensive consultation between the Academic Dean, Program Directors and Faculty reviewed the Program Learning Outcomes (PLOs). Besides the required compliance with the regulatory requirements, an additional goal was established that our graduates should develop appropriate understanding of the main principles of the responsible business education and their ethical, social, and environmental implications. The review confirmed that the PLOs of two of our programs (specifically, MBA and MSLOD) clearly convey our commitment to the principles of responsible management education (PRME). They are:

#### **Master of Business Administration (MBA)<sup>1</sup>**

PLO 2: Ethics and Social Responsibility. Demonstrate the ability to make decisions based on ethical values and social awareness

#### **Master of Science in Leadership and Organizational Development (MSLOD)<sup>2</sup>**

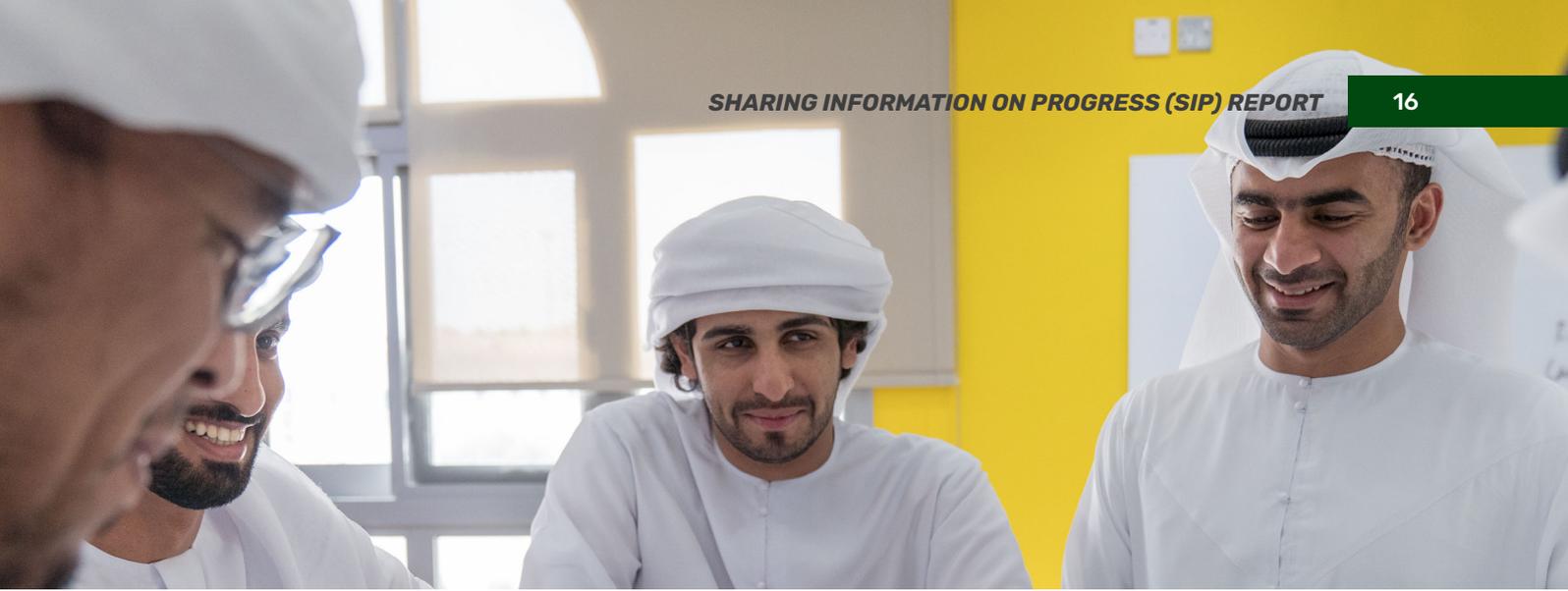
PLO 1: Critically evaluate the ethical and cultural dimensions of leadership

PLO 6: Demonstrate leadership and team working skills in solving complex organizational development problems and communicating decisions to relevant stakeholder audiences

Detailed mapping of PLOs with CLOs has been undertaken for all programs to ensure integrity across all programs. This confirms the alignment of each Course Learning Outcomes (CLOs) to the PLOs, QF Emirates Level 9 descriptors and CoreLife Skills as required by the UAE National Qualification Framework. The review process has resulted in master mapping documents for each program. These master documents are used for reviewing the program structure at renewal of program accreditation and serve as a basis for better integration of the PRME principles essential to the ADSM mission of preparing future entrepreneurial managers and leaders.

<sup>1</sup> Available at <https://adsm.ac.ae/programs/master-of-business-administration/>

<sup>2</sup> Available at <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development/>



Responsible business practice is a notion that incorporates “environmentally responsible enterprises, socially responsible enterprises and sustainable enterprises”.<sup>1</sup> Likewise, in the context of UN Principles of Responsible Management Education (PRME), it is associated to business ethics, corporate social responsibility, and sustainability, which ADSM subscribes to.

Specifically, ADSM adheres by the following principles defined by Doane & MacGillivray (2001)<sup>2</sup>:

Ethical professional practice – is related to the professional and/or ethical performance of an organisation.

Economic sustainability – is related to the social and environmental outcomes an organisation achieves.

Social sustainability – is related to the social outcomes an organisation achieves.

Environmental sustainability – is related to the environmental outcomes an organisation achieves.

Different aspects of these principles as advocated by the UN PRME will be included in the ADSM Sustainability Strategic Plan (2021-2025) and covered in the program learning outcomes of MBA and MSLOD programs as stated above.

### 3.2 MBA Signature Learning Experience

ADSM offers its students MBA courses that integrate theoretical principles in the discipline with experiential practice and entails input by industry experts and entrepreneurs. The Signature Learning Experience (SLE) course is at the center of ADSM’s MBA and runs the length of the program. It provides learning experience that entails small teams of students creating and developing an entrepreneurial project. As a result, students receive first-hand experiences in entrepreneurial decision-making while integrating the diverse knowledge areas of MBA core courses. The SLE also emphasizes the importance of strong communication skills, an ethical and societal approach to decision-making, and independent project development skills.<sup>2</sup>

ADSM is proud to have some projects where students pushed their ideas to a real execution stage. An example of the student project that led to an innovative product is the race trike bike for people of determination. The ADSM student, Saeed Al Dhaheri, who graduated from the MBA program, continuously shares the success of his MBA experience and the relevance of his Signature Learning Experience (SLE) course work at different occasions (see Figure 3.2.1)). For example, he was a special guest on “Emarat TV” channel.

<sup>1</sup> Ryan, A., O’Malley, L., and O’Dwyer, M. (2010). Responsible business practice: re-framing CSR for effective SME engagement. *European Journal of International Management*, 2010 Vol.4 No.3, pp.290 – 302.

<sup>2</sup> Doane, D., & MacGillivray, A. (2001). *Economic sustainability: The business of staying in business*. New Economics Foundation. Accessed on 03/21/2022 at <http://citeseerx.ist.psu.edu/viewdoc/download>

<sup>3</sup> See at <https://adsm.ac.ae/programs/master-of-business-administration>

Some of the students' projects created as part of the SLE have made a direct contribution to the local community. A notable example is the "Zayed Higher Organization Services Mobile App (Wesal)" project. This was developed to support activities of the Zayed Higher Organization for Humanitarian care and Special Needs (ZHO). Wesal was a real-time application developed to support the activities of ZHO. It acts as a smart interface between ZHO and the parents of special needs children who are utilizing the services of ZHO (see Figure 3.2.1).



Figure 3.2.1 Picture of Saeed Al Dhaheri with his race trike bike

### 3.3 Educational Environment for Responsible Leadership/Management

ADSM organized a series of public lectures on entrepreneurship, leadership, innovation, business analytics, AI fundamentals, socio-economic development during the pandemic, etc. One notable example is the seminar "Re-inventing Entrepreneurship in the COVID-19 Era" delivered on July 27th, 2020. The seminar attracted more than 90 ADSM students, faculty and guests and involved prominent speakers like Dr. Abdullah El-Kwafi Abonamah, ADSM President, Provost and Professor of Strategy & Innovation, H.E. Sara Al Madani, Serial Entrepreneur, Public Speaker, and Leadership Expert; Dr. Yasar Jarrar, Strategy Advisor for the Middle East, Young Global Leader World Economic Forum, and others. Another example is the seminar for leadership during COVID 19 pandemic titled: "How to be a Visionary Leader" delivered on June 17th, 2020, by our faculty Dr. Kiran Nair. The seminar focus was how a transformation can be done from a Manager to a Visionary Leader.

In 2020, ASDM launched the Innovative Management Leadership program together with the Emirates Academy for Identity and Citizenship. Within the program, a number of training seminars on innovative management and leadership have been delivered for first-row and advanced leaders. Similar training seminars in leadership/management were organized with the Ruler's Court in Eastern Region. The total number of participants reached 237.

In March 2021, ADSM launched the Entrepreneurial and Innovation Webinar Series for its MBA students. Within this initiative, three seminars have been organized in 2021 with eminent speakers and practitioners to talk about the responsible leadership and management of small businesses and entrepreneurial firms in UAE.

### **Examples of Responsible Management concepts and Sustainable Development goals in Master courses**

ADSM offers four Master courses that include different aspects of Responsibility, Ethics and Sustainability (RES). For the core course LED 8315 Leading Sustainable Performance offered by the MSL0D program, the learning objectives are “developing the students’ knowledge and understanding of why firms are embracing sustainable practices, how companies are embedding corporate social responsibility into their businesses, and how they are gauging and reporting their success”.<sup>1</sup> Likewise, the course QTY 8217 Achieving Business Excellence included in the MSQBE program, reflects the “fundamental concepts of excellence that underpin the approaches to creating sustainable excellence in business”.<sup>2</sup>

ADSM offers unique degree programs such as MSQBE that promotes the principles of sustainable excellence in business. The program was designed in the context of the Sheikh Khalifa Quality Award, which is managed by the Abu Dhabi Chamber. One of the core courses BUS 8421 Strategic Management Principles aims at “creating a holistic view and understanding of how different types of organizations manage the dynamics of strategy and policy formulation, implementation, and evaluation to respond to changes in both internal and external environmental dynamics and develop sustainable competitive advantage”.<sup>3</sup>



<sup>1</sup> See at <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development/>

<sup>2</sup> See at <https://adsm.ac.ae/programs/master-of-science-in-quality-and-business-excellence/>

<sup>3</sup> See at <https://adsm.ac.ae/programs/master-of-science-in-leadership-and-organizational-development>

## PRINCIPLE 4 | RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value (<https://www.unprme.org/what-we-do>).

ADSM's Research Strategy 2021-2025 strives to position ADSM as a research-led higher education institution, known for its innovative, ground-breaking research with local and regional impact. To achieve this goal, ADSM strives to engage faculty in interdisciplinary, applied research focusing on the challenges of economic and social development of the United Arab Emirates (UAE) and the Middle East & North Africa (MENA) region. ADSM's research achievement contribute to sustainable socio-economic development in the knowledge economy.

### 4.1 Research Quality and Impact

ADSM faculty members' main focus is on intellectual contributions prioritizing applied research and publications in peer-reviewed journals (PRJs). Faculty members have also been encouraged to contribute to industrial journals and case study databases with the aim of ADSM being a nexus for academia, business community and ultimately the larger community. Our faculty are regularly recognized by both government and industry for their research and scholarly achievement.

#### 4.1.1. Research Quality

ADSM faculty are now actively publishing research articles in high-ranked Scopus indexed journals. To assess the quality of the research output, ADSM uses a matrix based on Scopus and Google indexing. For example, ADSM counts the number of papers published in Scopus-indexed journals and those that fall in the top 25-percentile (Q1) of Scientific Journal Ranking (SJR). For the last two years (2020 and 2021), a total number of 15 Scopus-indexed papers are ranked as Q1. The total number of citation of articles published in Scopus-indexed journals for the same period has reached 883, while the total number of citations reported by Google scholar increased to 4629.

#### 4.1.2 Impact and Engagement

ADSM encourages the application of innovative approaches to create intellectual contributions that have a meaningful impact on the Abu Dhabi community, and the country as a whole.

ADSM's faculty member, Dr. Muhammad U. Tariq, Associate Professor of Quality Management, was recognized for being one of most noteworthy researchers having research achievements from the UAE's Accredited Higher Education Institutes. This was featured as part of Issue 3 of Innovation@UAE Magazine. The Innovation Magazine is a research periodical issued by the Ministry of Education (MoU) of the United Arab Emirates<sup>1</sup>. Another accomplishment is that Dr. Muhammad has reached 100,000 reads on Researchgate and is categorized among the top 10% of researchers worldwide.

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<sup>1</sup> Available at [https://issuu.com/moeuae/docs/explorer\\_6586\\_research\\_magazine\\_edition\\_3\\_en\\_v18](https://issuu.com/moeuae/docs/explorer_6586_research_magazine_edition_3_en_v18)

## 4.2 ADSM Case Center

ADSM Case Center was established in August 2021 (<https://casecenter.adsm.ac.ae/>). Up to now, the Case Center has produced 51 (fifty-one) case studies published by the Case Center, UK. The Case Center is producing world-class case studies on a variety of topics including sustainability, leadership, and corporate social responsibility.

The Case Center's collection "comprises cases across various disciplines and sectors ranging from innovation, sustainability, entrepreneurship, operations management, supply chain management, HRM, leadership, organisational development, to business analytics, quality, and business excellence"<sup>1</sup>. The cases are built on a wide range of companies, both international and local, and represent student-centric case studies with in-depth teaching notes. The review cases designed by ADSM faculty are being integrated in ADSM courses.

The ADSM case collection provides the basis for interactive teaching and enhanced learning experience that allows for analysing, evaluating, and creating innovative business solutions. Most recent plans include the development of ADSM Case Center website and workshops offered to local and international academic community. You can read about the Case Center publications and workshops on <https://casecenter.adsm.ac.ae/>.

## 4.3 Student Research and Publications

ADSM students have been assigned an important role as participant in research and scholarly activities. They have independently produced, researched and published research articles in Scopus-indexed journals. Other students have produced joint research articles with ADSM faculty. Similarly, the students from the MSBA program have produced significant number of Capstone Projects and related publications. The total number of student publications for the last two years has reached 15. This is due to the tremendous work of Dr. Muhammad U. Tariq – capstone projects and student publication coordinator, with his students in the MSQBE courses and few more faculty from other programs.

All of these could be viewed at <https://adsm.ac.ae/research/student-research/>.



<sup>1</sup> See at <https://casecenter.adsm.ac.ae/about-us/>

Two examples of student PRME-related research are presented in the table below.

<p><b>TD-Talk: Sign Language Recognition System for People with Disability using Machine Learning and Image Processing</b></p> <p><a href="http://www.warse.org/IJATCSE/static/pdf/file/ijatcse29942020.pdf">http://www.warse.org/IJATCSE/static/pdf/file/ijatcse29942020.pdf</a></p> <p>This paper shows how artificial intelligence is being used to help people who are unable to do what most people do in their everyday lives. Aligned with communication, D-talk is a system that allows people who are unable to talk and hear be fully understood and for them to learn their language easier and also for the people that would interact and communicate with them. This system provides detailed hand gestures that show the interpretation at the bottom so that everyone can understand them. This research allows the readers to learn the system and what it can do to people who are struggling with what they are not capable of and will provide the technical terms on how the system works.</p> <p><b>Authors:</b> Bayan Mohammed Saleh Reem Ibrahim Al Beshr</p>	<p><b>The Impact of Shared Leadership Practices on the Role of the Employees Effectiveness</b></p> <p><a href="http://solidstatetechnology.us/index.php/JSST/article/view/1687">http://solidstatetechnology.us/index.php/JSST/article/view/1687</a></p> <p>The research paper analyses the effect of different variables on employee effectiveness under shared leadership concepts. The research study utilizes a questionnaire-based methodology to reach the research objectives. Around 130 people responded, and the data analysis showed that task interdependence and team performance. Shared leadership is a great tool for influencing the milestones and failures both, let that be of an organization, nation, or another domain like strict development.</p> <p><b>Authors:</b> Abdulla Saleh Alkatheeri Dr. Turki Al Masaeid</p>
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Table 4.3.1 Examples of student publications

ADSM students and faculty actively and jointly publish case studies resulting from their courses and research projects. The case studies and student-faculty publications set ADSM on the right path of becoming a research active institution. The total number of student case studies has reached recently 12 and they are part of the collection at Case Center UK.

#### 4.4 Research Output related to PRME themes

During this reporting period (2020 and 2021), academic staff of ADSM have produced over 70 publications in Scopus-indexed journals, and 44 case studies published by the Case Center UK. Some of these publications are exploring

topics related to the UN Principles of Responsible Management Education (PRME). Specifically, these include ethics and social responsibility, economic and environmental challenges, such as increased resource and energy-efficiency, smart information systems and sustainability. Please refer to our List of Research Publications in Section 8 for more details.

Some examples of recent papers and case studies are given below:

**Articles:**

Alsaad, A., Saif-Alyousfi, A.Y.H. and Elrehail, H. (2021), Religiosity, idealism, and ethical consumption: the mediating effect of perceived customer effectiveness and moral obligation. *Journal of Social Marketing*, Vol. 11 No. 1, pp. 25-43. <https://doi.org/10.1108/JSOCM-07-2020-0116>

Alsaad, A., Elrehail, H., & Saif Alyousfi, A. Y. (2021). The interaction among religiosity, moral intensity and moral certainty in predicting ethical consumption: A study of Muslim consumers. *International Journal of Consumer Studies*, 46(2), 406-418. <https://doi.org/10.1111/ijcs.12688>

Zhang, H., Babar, M., Tariq, M. U., Jan, M. A., Menon, V. G. and Li, X. (2020). SafeCity: Toward safe and secured data management design for IoT-enabled smart city planning. *IEEE Access*, 8(6), 145256-145267. DOI: 10.1109/ACCESS.2020.3014622.

Babar, M., Khattak, A.S., Jan, M.A., & Tariq, M.U. (2021). Energy aware smart city management system using data analytics and Internet of Things. *Sustainable Energy Technologies and Assessments* 44 (100992). <https://doi.org/10.1016/j.seta.2021.100992>

Zhu, X., Zhu, Y., Li, Lei, Pan, S., Tariq, M.U., & Jan, M.A (2021). IoT-enabled Gliomas Disease Management using Fog Computing for Sustainable Societies. *Sustainable Cities and Society* 74, 103215, <https://doi.org/10.1016/j.scs.2021.103215>

**Cases (published by the Case Center, UK) :<sup>1</sup>**

ABC LLC, UAE – Towards Leading Sustainable Performance, written by Dr. Rommel P. Sergio and Dr. Ettiene Hoffman

Ethical Significance of Artificial Organizations in Corporate Organizations, written by Dr. Muhammad U. Tariq

DEWA: Mitigating Sustainable Risk Management in IT Governance, written by Dr. Muhammad U. Tariq and Dr. Miroslav Mateev

Career Reinventing in Readiness for the Post-pandemic Workplace: Lessons from UAE and Brunei, written by Dr. Muhammad U. Tariq and Dr. Lukman Raimi

Airbus Helicopters: How Strategic Human Resource Management Drives Business Strategy, written by Dr. Rashid Alami and Dr. Rommel P. Sergio.

ADSM's faculty members have also contributed through publishing their research outcomes in *Innovation@UAE Magazine* issued by Ministry of Education (ME) of the United Arab Emirates ("Ensuring The Security Of Cloud-Assisted And IoT-Integrated Smart Cities" by Dr. Muhammad U. Tariq), *Emirates News@DubaiOneTV* ("The impact of AI automation on the job market and how employees can keep up with the transformation" by Dr. Kiran Nair), *Khaleej Times/Business Magazine* ("AR and VR technologies in the new business reality of Covid-19" by Dr. Kiran Nair and Dr. Ruchi Gupta), etc.

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<sup>1</sup> [Case collection: Abu Dhabi School of Management - The Case Centre](#)

## PRINCIPLE 5 | PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and jointly explore effective approaches to meeting these challenges (<https://www.unprme.org/what-we-do>).

ADSM is actively working on both international and national MOUs to bolster its partnerships and cooperation with industry and governmental organizations. Exploring collaboration with international schools in teaching became one of the updated KPIs in the Strategic Plan 2021-2025. This is also part of the MoE's new classification exercise of the HEIs in the UAE. ADSM fosters collaborative partnerships and agreements with industry, educational institutions, and government organizations, to inform research. Through these agreements our faculty are able to contribute to the sustainable economic and social development of the public and private sectors in the Emirates of Abu Dhabi, UAE, and the region.

Few examples of industry partners and training institutions include the Abu Dhabi Chamber of Commerce and Industry, Petroleum Training Institute in Abu Dhabi, Etihad Rail, Abu Dhabi Health Services Company (SEHA), Emirates Nuclear Energy Corporation (ENEC), Abu Dhabi Youth Council, Zayed Charitable and the Humanitarian Foundation.

During the AY 2020-2021, ADSM has finalized its partnership agreement with The Chicago School of Professional Psychology (TCSPP) to collaborate and gain experience with sustainable leadership courses. Likewise, ADSM was exploring collaborating with another prominent university: The Georgia Institute of Technology, USA. With this partnership, ADSM intended to collaborate in the area of Internet of Things (IoT) and Business Analytics. Finally, ADSM is partnering with the Energy institute – Middle East (Abi Dhabi) to offer Executive & Master's Courses in Sustainable Energy Management.

The Academic Program Advisory Committees for each of ADSM's academic programs, include external experts and industry practitioners to encourage innovative and inspiring approaches to learning and program development. Most of these committee members are industry leaders or government experts who are actively engaged in ensuring that ADSM's vision to be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management is fulfilled through its innovative programs and courses.

ADSM students are also engaged in community activities and initiatives and are active participants in different local and international competitions. The latest example is UAE Innovates Month: International Hackathon in collaboration with Médecins Sans Frontières/Doctors without Borders.<sup>1</sup> Student teams from Abu Dhabi School of Management and The Chicago School of Professional Psychology presented their ideas to raise awareness of mental health in their communities. The ADSM students won the second and the third places.

### 5.1 ADSM Networks and Alliances

In May 2020, ADSM signed up for the United Nation's Principles for Responsible Management Education (PRME) and thus joined over 800 leading business and management schools from more than 90 countries who are dedicated to "transforming their teaching, research, and thought leadership in support of universal values of sustainability, responsibility, and ethics".<sup>2</sup>

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<sup>1</sup> See at <https://adsm.ac.ae/adsm-organizes-international-hackathon-with-the-chicago-school-of-professional-psychology/>

<sup>2</sup> See at <https://www.unprme.org/signatory-members>

ADSM is proud to become a member of the European Foundation for Quality Management (EFQM). EFQM is a worldwide innovative, not-for profit organization for quality management (<https://efqm.org/>). This partnership will help ADSM students develop understanding of quality management in the UAE industry and undertake research projects for achieving business excellence.

## 5.2 Partnerships through Research

ADSM has signed a number of partnerships with national and international educational institutions. Some of these collaborative agreements are used to catalyze collaborative research projects that lead to developing a new external funding opportunity. An example of such collaboration is the recently signed Memorandum of Understanding (MoU) with Westford University College (WUC), to conduct collaborative research in a number of areas related leadership, sustainability, corporate social responsibility, business ethics, etc. Few examples follow below:

1. Leadership and Human Resources (Topic: Ethical leadership, knowledge hiding, and employee's well-being: "Do workplace climate, trust, and organizational commitment matter? Lead faculty: Dr. Hamzah El Rehal, ADSM)
2. Entrepreneurship, Innovation and Sustainability (Topic: "Linking environmental management initiatives and sustainable performance through eco innovation and entrepreneurs' engagement", Lead faculty: Dr. Hamzah El Rehal, ADSM)
3. Organizational Development (Topic: "Organizational design and performance: Excellent in Corporate strategy execution in the United Arab Emirates", Lead faculty: Dr. Abhijit Ganguly, WUC)
4. Strategic Management (Topic: "Strategic agility contribution to the growth of companies in NASDAQ", Lead faculty: Dr. Liza Gernal, WUC)

The MoU between Abu Dhabi School of Management and the Energy Institute (EI) – Middle East stipulates several research initiatives with industry. Specifically, ADSM and EI will engage in sourcing industry partners for research as and when available, through the access to the EI's local and global networks of professionals, companies, and universities. Given ADSM's access to research funding and facilities, the EI and ADSM will also explore opportunities for identifying and progressing joint research project opportunities. Such research will be carried out jointly by ADSM students, EI staff and consultants, as appropriate and will include several topics of mutual interest that cover different aspects of sustainability.

## 5.3 Academic Partnerships

ADSM entered into an agreement with The Chicago School of Professional Psychology (TCSP) to promote academic cooperation and strengthen the links between the two institutions, support the internationalization components of their programs, and enhance the contribution of each institution to their respective community. The main area of collaboration will be Organisational Leadership and will include exchange of course materials, program information and scholarly interactions. Another form of cooperation to be pursued is related to organizing symposia, conferences, summer courses, workshops on research issues and exchange of scholarly discussions through topical symposia, online conferences, or short cultural exchange courses focused on research problems or methodologies.

Just recently, the Indian Institute of Management (IIM) Indore and Abu Dhabi School of Management (ADSM) have agreed to enter a collaborative agreement to promote and encourage the exchange of academic staff and students,

explore joint programmes and dual degrees, and exchange research and educational data, where possible, to be used for education and training purposes. The Indian Institute of Management Indore is one of the top universities in India (ranked #6 in India according to the government ranking) and is listed in the FT-100 list both for Global MBA and MiM. Besides, IIM Indore holds the triple crown accreditation of AMBA, AACSB & EQUIS (<https://www.iimdr.ac.in/>).

## 5.4 Executive Energy Management Program

ADSM and EI-Middle East entered into agreement to explore the opportunity to develop and deliver an executive program “Executive Leadership Program – Leadership in Energy”. The program is designed to support Executives with 5 to 10 years of experience within the Energy and Energy related industries in their career. It sets learners on the right path to becoming energy leaders in their organizations.

The program will be based on 10 modules developed and taught by leading experts from the energy industry and would be delivered in a blended learning approach over 6-months delivery period. Each module incorporates some components of the existing training courses offered by the EI-Middle East.<sup>1</sup>

A short description of each module is to follow:

### **Global Energy Policies and Trends & the UAE's Energy Policies**

In this module an introduction to the historical aspects of the energy industry and the current and expected future trends will be covered. The program will also address the UAE's energy policies and how they are connected and related to the future strategies linked to the energy mix, economic growth, sustainability, and climate change.

### **Leadership & Governance in Energy**

Energy management can be effectively delivered in a structured and effective governance framework. Some of these frameworks are related to more than one aspect, especially with a growing national and international net carbon and climate change agenda. The effective management and change will be delivered through effective leaders.

### **Energy & Resource Management & Globally Recognized Environmental Management Systems and Practices**

This module provides an introductory understanding of the key requirements of ISO 50001 and ISO 14001 and how they are integrated into the operations of organizations. It also addresses their importance from both data and performance management and performance appraisal perspective.

### **The Energy Mix (Conventional, Clean, Renewable, Developing)**

This module “will help develop an understanding of the differences and similarities between renewable and fossil-fuel energy sources, and how renewable energy technologies can contribute to carbon emission reduction.”<sup>1</sup> It will also address the importance of understanding fully the energy transition dynamics.

### **Energy Management and Technologies**

This module “provides an overview of how to identify solutions that will lead to reductions in energy costs and usage within organizations. It covers a variety of methodologies and procedures that can be employed within organizations to get the best results”.<sup>2</sup> It will talk about the technological developments, the current technologies available and the future of technology and its impact on energy management.

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<sup>1</sup> [See at Online | Energy Institute](#)

<sup>2</sup> [See at Online | Energy Institute](#)

**Project “Energy Appraisal”**

This module will focus on planning, development, and management of budgets to identify, evaluate and implement energy projects. How to build and present a business case for energy projects is also a critical area in this module. The aim is to “ensure that one can develop an understanding of how to explore what resources are available to help plan and finance expenditure related projects, and how to overcome financial and human barriers to change”.<sup>1</sup>

**Sustainability – SDG, ESG, Carbon & Emission Management**

This module provides an overview of the relationship between energy and the environment. The key requirements of mandatory and voluntary carbon reporting and the principles of carbon mitigation and carbon offsetting and how to relate this to the UN SDGs will be taught. It will also address how this fits in with ESG and Integrated Reporting Initiatives etc.

**Enterprise Risk Management and Energy/Sustainability Related Risks**

On this module, the process of identification of key risks that may affect an organization, quantification and management in the implementation of proper controls to eliminate or reduce the threats and risks from an energy perspective, will be undertaken. It will address the key international standards for ERM. It will also cover where major international studies and reports can be used to get good insights into the industry and the risks linked to it.

**Capacity Building & Development**

This module provides an overview of “the process of developing and strengthening the skills, instincts, abilities, processes, and resources that organizations need to grow, adapt, and thrive in a fast-changing energy world”.<sup>2</sup> Building the capacity and capabilities within the organization from a framework approach and competency assurance will be addressed in this module with some key examples and suggested frameworks.

**Future Outlook – Developing the Change Agenda and Development**

In this final module, the reflections on what has been covered will be undertaken and a discussion on the future outlook for the industry will be covered. For participants a reflective presentation will be expected to graduate from the program that will cover the areas covered in the context of their own roles in the organizations with an outlook to the future piece as well.



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<sup>1</sup>See at [Online | Energy Institute](#)

<sup>2</sup>See at [djibouti east africa: Topics by Science.gov](#)

## PRINCIPLE 6 | DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations, stakeholders and other interested groups on critical issues related to global social responsibility and sustainability (<https://www.unprme.org/what-we-do>).

The Abu Dhabi School of Management's vision to be a center of excellence for entrepreneurship, leadership, and management through the discovery and dissemination of knowledge, positions us in the middle of the ongoing debate on the major challenges of the contemporary society and the related social benefits. To achieve this goal ADSM facilitates and supports the understanding of the nexus between educators, researchers, business, government, non-profit organisations and other stakeholders.

Our dialogue occurs through many channels, including conferences, workshops, seminars, online portals/media, brochures and publications, and landing pages. Our goal is to promote collaboration with different types of stakeholders. Specifically, our focus is on climate change, social inclusion, human rights and disadvantaged communities. We use different channels to honour the valuable contributions that our students, faculty and staff, including our alumni, have made to the local society, national and regional communities. We participate in the public debate through organizing different community events, we educate business leaders and entrepreneurial managers, and promote UAE cultural heritage. Moreover, we use our local and international networks with other institutions to foster a better understanding of PRME principles and the UN SDGs.

### 6.1. Community Events related to UN SDGs

Few specific examples of our dialogue in action follow below.<sup>1</sup>

#### **The Impact of an Innovation Ecosystem in the UAE (February 17th, 2020)**

In support of UAE Innovation Month, ADSM organized a session to talk about Plug and Play's role as an ultimate innovation platform, touching on topics related to fostering innovation, and building entrepreneurial ecosystems nationally and regionally.

#### **SEDRA Life Skills Academy for Youth of Determination – Volunteering Projects (March 15th, 2021)**

The session by SEDRA Foundation (Services for Inclusion of Persons with Disabilities) for faculty, staff and students at ADSM was giving an introduction on volunteering with SEDRA and social impact programs for youth of determination.

#### **Women in Leadership Roles in Industry (July 7th, 2021)**

ADSM organized a webinar in collaboration with Emirates Global Aluminium (EGA). It was delivered by the Inspirational Leader and ADSM alumni Najeeba Al Jabri, Vice President – Technical at EGA. She was talking about her career journey and how she managed to balance her work and family commitments. She was sharing her experience about work duties and giving tips for ladies on achieving and maintaining a healthy work/life balance.

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<sup>1</sup>Available at <https://adsm.ac.ae/current-students/community-engagement-activities/>

### Alumni Majlis: Mental Health and Well-being in the Time of COVID-19 (November 10th, 2021)

Alumni Majlis: Mental Health and Well-being seminar was delivered by Dr. Rommel P. Sergio, Professor of Management at ADSM. He addressed the nature of mental health and what can be done to promote mental health and well-being during the COVID-19. Dr. Rommel covered specific programs that can improve mental health and boost the spirit of resilience and camaraderie.

### UAE Peaceful Nuclear Energy Program – Awareness Session (February 6th, 2022).

ADSM organized the UAE Peaceful Nuclear Energy Program – Awareness Session with the active participation of the Emirates Nuclear Energy Corporation (ENEC). Representatives of ENEC have been talking about their UAE Peaceful Nuclear Energy Program and highlighted the importance of the Barakah Nuclear Energy Plants.

## 6.2 Faculty and Students Awards for Community Contribution

ADSM's commitment to the economic, social, and environmental sustainability issues is witnessed through several ADSM faculty and students' international awards.

Few examples follow below (see more at <https://adsm.ac.ae/news/>).

### Dr. Rommel P. Sergio Wins the Global Leadership Award 2021 by HR Success Talk

Our faculty member, Dr. Rommel P. Sergio – Professor of Management and MSLOD Director, was nominated as one of the winners of The Global Leadership Award 2021 hosted by HR Success Talk in September 2021. This award was given to 5 HR/ Business Leaders from different countries who have contributed to the field of Human Resources and Business and made a substantial impact on the community. HR Success Talk is a nine-year-old Global Community of 125,000 HR Professionals and Business Leaders from 15 participating countries. They come together to share HR and business expertise, best practices and case studies that trend globally.

## THE GLOBAL LEADERSHIP AWARD 2021

[www.hrsuccesstalk.com](http://www.hrsuccesstalk.com)



**Rommel Sergio**  
Abu Dhabi School of  
Management, UAE

**Dr. Rommel Sergio** is a Professor of Management and a Program Director at Abu Dhabi School of Management. He completed his Postdoctoral in Management at Tulane University, USA. He also earned 2 doctorate degrees, one in Management, and another in Counseling Psychology. He was an HRM Professor at Canadian University in Dubai. He's also a recipient of several awards as an educator and as an author of several research papers including from Harvard University



### Dr. Muhammad Usman was Selected as Microsoft Innovative Educator Expert

Our faculty member, Dr. Muhammad Usman Tariq - Associate Professor of Quality Management at ADSM, has been nominated and selected as a Microsoft Innovative Educator (MIE) Expert for 2021-2022. We are inspired by Dr. Muhammad's significant achievement which shows his passion about what he teaches and the excellence in education. ADSM greatly appreciates its faculty member's resourcefulness and entrepreneurial spirit.



### US-Based Organization Honors Dr. Rommel Sergio's Leadership in Community Service

We are proud to announce that our faculty member, Dr. Rommel P. Sergio - Professor of Management and MSLOD Director - was awarded a Certificate of Recognition by the United Federation of Fil-Am Educators headquartered in New Jersey, U.S.A. The award recognizes Dr. Sergio's outstanding leadership in Community Service. This is due to his contributions to mental health awareness on various platforms during the COVID-19 pandemic in the UAE.

### International University Hackathon: In recognition of UAE Innovates Month - Winners are Announced!

ADSM is proud to share the winners of UAE Innovates Month: International Hackathon in collaboration with Médecins Sans Frontières/ Doctors without Borders. Student teams from Abu Dhabi School of Management and the Chicago School of Professional Psychology presented to raise awareness of mental health in their communities.

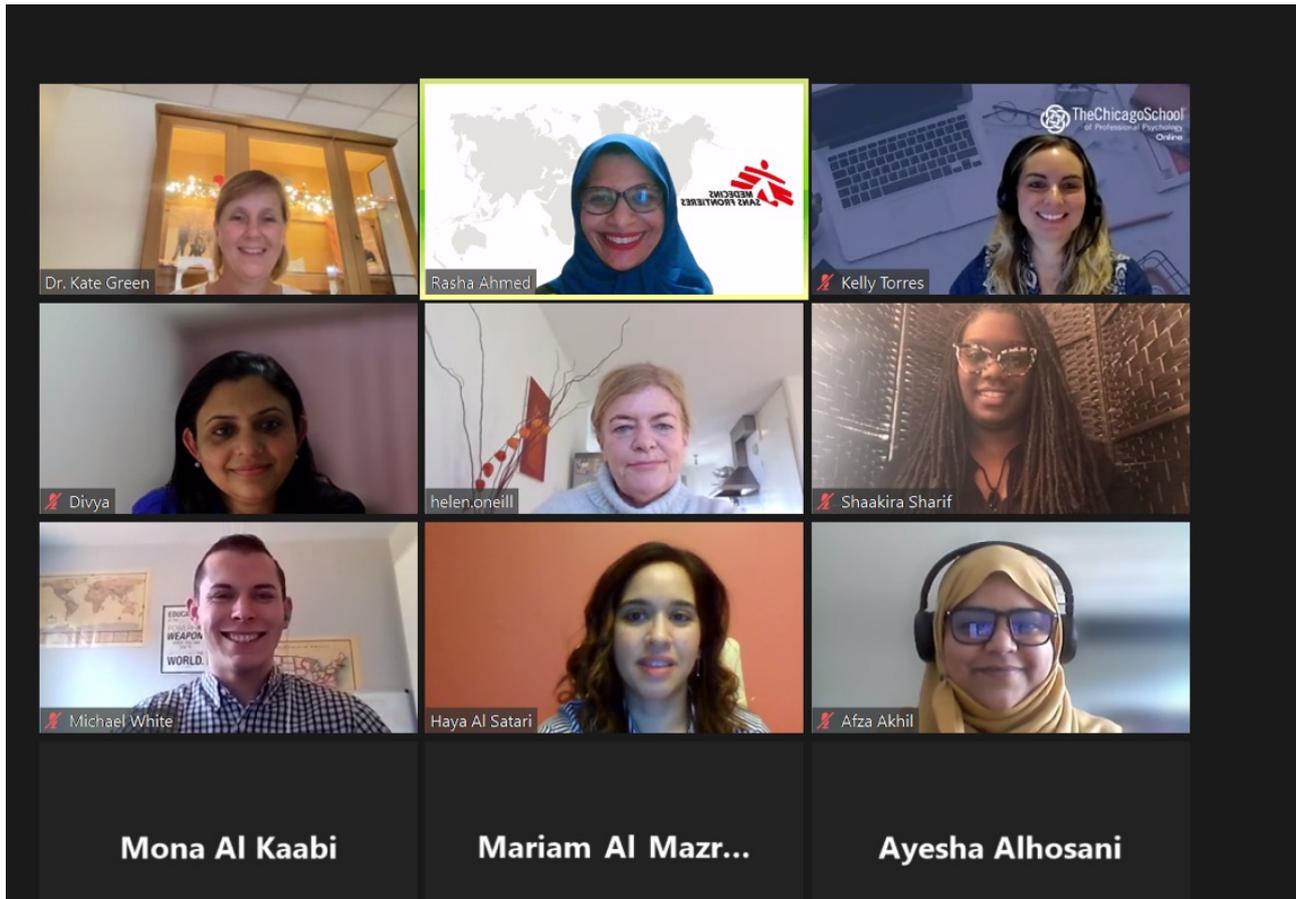
Throughout the week, students came together to brainstorm and frame their innovative creative campaigns. Three groups of winners have been recognized and awarded from both Institutions at the Closing Ceremony on Sunday, 27th February 2022. Winning teams are:

1<sup>st</sup> Place - Shaakira Sharif, Bethany Patterson and Diedra Price from The Chicago School of Professional Psychology

2<sup>nd</sup> Place - Mona Alkaabi from Abu Dhabi School of Management

3<sup>rd</sup> Place - Ayesha Alhosani, Fatima Anwar and Shouq Almazrouei from Abu Dhabi School of Management

ADSM is grateful to the Médecins Sans Frontières' jury members for evaluating the student's creative ideas and all participants for their innovation.



### 6.3 Dialogue Through Conferences

ADSM's Associate Professor of Business Analytics, Dr. Evi Indriasari Mansor was invited as a speaker at the 1st Conference on Online Teaching for Mobile Education (<https://adsm.ac.ae/news/>). The Conference was organized by University of Alcala, Spain on November 25th, 2021. The conference included a number of international speakers who discussed the application of personalized learning technologies. Dr. Evi's presentation was about Chatbot User Experience, where she talked about chatbot design and evaluation.

Dr. Kiran Nair, Associate Professor of Management and MBA Program Director at ADSM, was invited to participate in 2021 Spotlight Series organized by edtechX, UK in association with Wacom on 31st March 2021. He presented the following topic: "The potential for remote teaching post-pandemic, especially in higher education" and discussed the issue of sustainable education during the COVID-19 pandemic.

Two of our students - Alrowahi, F. S. and Suhaila Ali Abdula, S. A., have been invited to participate in the 36th International Business Information Management Association (IBIMA) conference held on November 4th-5th, 2020 in Granada, Spain. Their research papers on green IT and green organization have been published in the proceedings of the conference.

Dr. Hamzah El Rehail, Assistant Professor of Management at ADSM, participated in the International Conference on Business Analytics for Technology and Security (ICBATS) held on February 16th-17th, 2022 (<https://adsm.ac.ae/news/>). The topic of his presentation was "Antecedents and consequences of big data knowledge management" and the impact of Big Data on sustainable performance.

## 6.4 Dialogue Through Media and Journals

ADSM is consistently promoting policy dialogue by publishing different articles and research studies on social media and journals. The studies cover different issues such as environmental sustainability, equality, sustainable leadership, ethics, and responsible business practices. The publications take different forms such as print, landing page and/or social media announcements to create awareness among local community, policymakers and government officials in the Emirate of Abu Dhabi, and the wider public.

A notable example is our faculty member, Dr. Kiran Nair - Associate Professor of Management and MBA Program Director, who was recognized as nation-wise expert in marketing and marketing strategies. He was invited to talk at Emirates News@DubaiOneTV (April 8, 2021) on the impact of AI automation on the job market and how employees can keep up with the transformation (<https://adsm.ac.ae/news/>).

ADSM faculty member, Dr. Muhammad U. Tariq - Associate Professor of Quality Management, was recognized to be one of the most noteworthy researchers having research achievements from the UAE's Accredited Higher Education Institutions (<https://adsm.ac.ae/news/>). One of this research articles was published in Issue 3 of the MOE's Innovation@UAE Magazine (May 02, 2021)

Dr Kiran Nair, Associate Professor of Management and MBA Program Director at ADSM was invited as a speaker at the GULF Supply Chain Leader's Senate at Dusit Thani, Dubai on Thursday March 17th, 2022 (<https://adsm.ac.ae/news/>). The conference emphasizes on helping organizations beat future uncertainties arising out of Geopolitics and Global Supply Disruptions. Conference was to focus on four aspects of supply chain - Strategy, Geography, Resilience, and Technology.



# Outcomes Assessment and Future Direction

## 7.1 REVIEW OF 2019-2020 OUTCOMES

### 7.1.1 PRME Principles and PLOs

A thorough review of programs' learning outcomes has been undertaken for all programs to ensure integrity across the whole curriculum. The review process has resulted in master mapping documents for each program. These master documents are used as a basis for better integration of the PRME principles with at least one goal clearly related to the PRME six principles and/or the UN Global Compact initiatives.

The Signature Learning Experience (SLE) course is at the core of ADSM's MBA program. Students are working on group projects that may involve innovation and entrepreneurship, leadership, business ethics, corporate social responsibility, measuring social impact, human rights and other related fields.

The Capstone Project in the Business Analytics (CAP 8918) course is designed to "develop students' managerial and analytical capabilities by applying the acquired theoretical knowledge and skills to the real business situation".<sup>1</sup> The Capstone Project involves original investigation with strong focus on critical thinking, innovative solutions, and management practice in a real-world analytics project.

MSBA program offers a course BUS 8412 "Data Management and Ethics". This course is designed to give students "detailed knowledge of data acquisition through to data cleaning/curation and digital preservation. Through this course, students gain experience of data processing and critical thinking with regard to issues of data ethics and privacy".<sup>2</sup>

### 7.1.2 Building Academic Staff Capacity

Some examples of professional development workshops for ADSM academic staff are given below:

**CPD Training Session** "ADSM and UAE Work Culture", 06 September 2021. Facilitated by Dr. Abdullah Abonamah, President and Provost of ADSM. Purpose: Get deeper understanding of the UAE and ADSM work environment and culture.

**CPD Training Session** "Supporting students of determination and those with additional learning needs", 05 September 2021. Facilitated by Ms. Liz Brown. Purpose: Render possible interventions related to people of determination (inclusion and diversity).

**Coursera training course** "Inspiring and motivating individuals", June – July 2020. Facilitated by Dr. Maxim Sytch. Purpose: Get extended knowledge and skills in the area of leadership and ethical organizational behaviour.

**Workshop** "HSE Awareness", 20 February 2020. Facilitated by UAE Academy. Purpose: Have a deeper understanding of the health and safety issues in our organization and what needs to be done to resolve them in order to have a safe and secure environment.

<sup>1</sup> See at <https://adsm.ac.ae/programs/master-of-science-in-business-analytics/capstone-project-business-analytics/>

<sup>2</sup> See at <https://adsm.ac.ae/programs/master-of-science-in-business-analytics/data-management-and-ethics/>

**Workshop** “Managing Mental Health in the Midst of the Pandemic”, 11 November 2020. Facilitated by Dr. Rommel P Sergio. Purpose: Enlighten faculty on the impacts during the Covid-19 pandemic times and steps to alleviate the impact on the health.

**CPD Training Session** “Teaching Case Studies Online and In-Class: The Basics”, 07 September 2021, Facilitated by Dr. Muhammad Tariq. Purpose: Case writing and case teaching as part of educational process in a participant-centered learning environment.

### 7.1.3 Research Impact

ADSM has been actively engaged in research and scholarly activities with a significant social and policy impact. The outcome is high-quality research papers, case studies and other intellectual contributions of ADSM faculty members (see the list of research publications at the end of this document) related to a variety of PRME themes. This is evidence of our greater commitment to and engagement with the local and international community.

Two examples of faculty scholarly work follow below.

Dr. Neda Abdelhamid has several research projects relevant to autism spectrum disorder (ASD). The most notable one is “An Affordable Autism Spectrum Disorder Screening System using Artificial Intelligence based on Characterized Behavioural Features”. The project will provide a highly interactive platform as a pre-diagnostic tool based on machine learning that engages individuals with ASD (both children and adolescents), parents, caregivers, GPs, other medical staff, researchers, and the broader population (Thabtah and Peebles, 2019).<sup>1</sup> More importantly, it is expected that the new artificial intelligence (AI) classification method will reduce the time needed, and improve the accuracy, of self-administered ASD assessments for faster access to health care services. This will enhance the wellbeing of the ASD community in the Emirate of Abu Dhabi, the United Arab Emirates (UAE) and worldwide, while allowing health and social organizations that serve them to obtain operational excellence.

Dr. Rachid Alami has continuing work on novel positive psychology intervention on induced stress. This research project proposes a new positive psychology intervention tool which seeks to reduce the effects of cognitive dissonance due to professional stress. The research was conducted in Cheikh Zayed private hospital in Rabat. Cognitive dissonance is the result of thoughts that are contradictory, ambivalent and in opposition to one’s own beliefs, principles, and values. This gave rise to the concept of “industrial medicine”. According to this concept, medicine would rely less and less on the singular colloquium, the clinical examination, and the experience of professionals. The “craftsman doctor” should give way to the “engineer doctor”, supposed to treat a patient as one repairs a car or operate on a patient as one pilots an airplane. As a result, nurses express professional stress due to cognitive dissonance where they perform actions contrary to their values and make irrational decisions or experience an inconsistency between their personal goals/values and the strategic objectives of their health organizations.

### 7.1.4 Partnerships and Collaborations

ADSM is working with the Energy Institute – Middle East office to launch Executive Leadership – Energy Program, to assist senior managers and executives in acquiring appropriate knowledge in Energy Management and Technologies, Sustainability – Carbon & Emission Management, Enterprise Risk Management and Energy/Sustainability related risks, and Leadership & Governance in Energy.

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<sup>1</sup>Thabtah, F. and Peebles, D. (2019). Early Autism Screening: A Comprehensive Review. *Int J Environ Res Public Health*, 16(18), 3502. DOI: 10.3390/ijerph16183502.



As reported in section 5.3, in May 2021, ADSM signed a partnership agreement with The Chicago School of Professional Psychology (TCSPP). Faculty of both Institutions are collaborating to develop new courses in Business Psychology and Ethical Leadership, relevant to the UAE business environment. They will also advance research in new areas, which intersect the fields of AI, Leadership and Psychology, which will lead to notable scientific papers.

### 7.1.5 Student Initiatives

In February 2022, ADSM hosted the International University Hackathon: In recognition of UAE Innovates month. Student teams from Abu Dhabi School of Management and The Chicago School of Professional Psychology presented their ideas to raise awareness of mental health in their communities. The competition was organized within the framework of collaborative agreement signed with The Chicago School of Professional Psychology, USA.<sup>1</sup>

In March 2021, ADSM launched the Entrepreneurial and Innovation Webinar Series for its MBA students. The webinar series has successfully started with a seminar “Validating Your Startup Idea with Agility” delivered Dr. Ahmed Ghanim Al-Ali - Co-founder and Regional Director of Deepopinon.ai. Mr. Nezar Akeel - CEO and Co-Founder of Detroit, U.S. based MAXPRO Fitness, was our next guest speaker. He shared his inspiring entrepreneurial journey and how he turned his idea to action. The third seminar was led by Mr. Maaz Sheikh, the CEO and Co-Founder of STARZPLAY ([www.starzplay.com](http://www.starzplay.com)), which is one of the MENA's leading video streaming services based in Dubai.

### 7.1.6 ADSM Governance

ADSM strives to continuously improve processes towards quality excellence, good governance, and sound management practices. In this context, we communicate to all our faculty, students, and staff the ADSM's expectations about how we work together and share same values to reach ADSM's strategic objectives. These expectations are embedded in an extensive list of policies and procedures and are reflected in ADSM Core Values (<https://adsm.ac.ae/about-us/adsm-profile/>) which include sustaining an inclusive, equal, and diverse climate and displaying unrelenting commitment.

P 418 Academic Integrity Policy and P 701 Ethical Research Policy are two of the policies dealing with the issues of integrity and ethical standards in academic and research activities across ADSM.

P 115 Code of Conduct Policy has been amended in September 2021 to map to ESG 2015 Standards 1.1 Policy for Quality Assurance and the related policies (P 414 Student Right and Responsibilities Policy and P 412 Student Disciplinary Policy). The proposed changes were thoroughly discussed at different policy levels and productive feedback was obtained from different ADSM stakeholders.

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<sup>1</sup>See at <https://adsm.ac.ae/international-university-hackathon-winners-receive-trophies/>

## 7.2 FUTURE DIRECTION (2022-2023)

### 7.2.1 PRME Principles and PLOs

ADSM will continue to enhance the PLOs of each program with a specific focus on:

1. ethics and social responsibility PLO 2 (MBA)
2. ethical and cultural dimensions of leadership PLO 1 (MSLOD)
3. leadership and team working skills PLO 6 (MSLOD).
4. climate change management (to be developed).

Leveraging on the success of Signature Learning Experience course in MBA program and the Leading Sustainable Performance course available to MSLOD students. Increasing the number of faculty publications with a special focus on sustainable development, CSR, and responsible management.

### 7.2.2 Building Academic Staff Capacity

ADSM continues to ensure professional development resources for academic staff in ethics and responsible management through Coursera – a platform for Online Certificate Courses. The courses further develop the concepts of ethics and social responsibility and involve different ethical perspectives and frameworks for CSR-related issues. Faculty members who successfully completed the courses will be equipped with better knowledge and skills to discuss the ethical and social responsibility issues in the courses that they teach at ADSM.

ADSM's professional and academic staff will be invited to participate in different training sessions in collaboration with the UAE Academy to encourage the best practice of sustainability in all our operations (e.g., reducing waste and electricity consumptions).

### 7.2.3 Enhancing Research Impact

ADSM plans to establish Artificial Intelligence Management (AIM) institute. This will bring academics, researchers, and industry specialists (including leaders, entrepreneurs, and senior managers) together. The teams provide innovative idea and seed funding for different research projects. Some of these projects reflect the “entrepreneurial managers and leaders” orientation of ADSM with a special focus on social, economic, and environmental responsibility.

ADSM will also contribute to the EI network in the area of energy leadership which provides expertise and training for companies from the energy sector in UAE. Through ADSM support, the network will facilitate collaboration between experts, policy makers and consumers to achieve consensus, increase standards and deliver up-to-date research and guidance on good energy practices.

### 7.2.4 Strengthening Partnerships and Collaborations

ADSM strives to leverage on the existing institutional partnerships. In addition, having recently appointed Dr. Kiran Nair as focal point for industrial collaborations and networking, the ADSM is seeking a better cooperation with industry, local community, and government organizations

Through the appointment of Prof. Davide LA TORRE from SKEMA Business School as Visiting Research Scholar, ADSM is looking for new domains of research activities to be explored through international partnerships, specifically in areas such as Artificial Intelligence, Big Data Analysis, Machine Learning and Business Analytics, as well as their application in the health industry.

### 7.2.5 Supporting Student Initiatives

ADSM will continue to encourage different students' initiatives and provide continues support for their community engagement project. A few examples follow below.

A student conference is expected to be launch in 2023 as a joint effort between ADSM and the Chicago School of Professional Psychology (USA). The International Student Research Conference (ADSMISRC'23) will bring together a diverse pool of Master and PhD students, post-doctoral students, young researchers, and their supervisors in the field of entrepreneurship, innovation, climate change and sustainability.

ADSM will leverage on the success of its student competition that has been launched in February 2022 in collaboration with the Médecins Sans Frontières/ Doctors without Borders. This student challenge, titled #UAE Innovates Month: International Hackathon, was aimed to inspire students to create media ideas aimed at spurring on mental health awareness campaigns in the UAE and US. ADSM will maintain this initiative in 2023 as well.

### 7.2.6 Strengthening ADSM Governance

Few examples of ADSM targets to strengthen the governance of equality and diversity are presented below.

- 20% increase in the number of female staff (both administrative and academic)
- 10% increase in the student body diversity (local vs. international)
- 5% increase in the faculty body diversity (local vs. international)
- 15% increase in the number of student clubs and societies.



## 7.3 SUMMING UP

The last two years (2020-2022) have witnessed a notable outputs and achievements for Abu Dhabi School of Management. The first PRME report summaries our main activities related to the PRME six principles, and our contribution to creating a sustainable local and national economy. It evidences our social impact through participation in noteworthy events such as Alumni Majlis: Mental Health and Well-being in the Time of COVID-19, Creating Collaborative Communities: Ma'an University Roadshow; Heartsaver Month: CPR Workshop; Emirati Women's Day, etc. Furthermore, our faculty and students' achievements and national and international recognitions clearly illustrate our commitment to ADSM mission to develop future leaders and entrepreneurial managers "with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy" (<https://adsm.ac.ae/about-us/vision-mission/>).

ADSM endeavours have been guided by its Strategic Plan's (2021-2025) priorities, such as academic excellence through world-class business programs that address the emerging complex environment, community engagement through increased social awareness, undertaking new challenges in a local and/or international context, and achieving meaningful impact through academic partnerships and industry collaboration. We are proud of our staff, faculty, and students' contribution towards the ADSM's vision to be a "center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge" (<https://adsm.ac.ae/about-us/vision-mission/>).

In looking forward to 2022-2023, ADSM recognizes both the opportunities and the challenges we are facing. The UAE National Agenda 20210 emphasizes on "the development of a first-rate education system, which requires a complete transformation of the current education system and teaching methods".<sup>1</sup> In pursuing this goal, we acknowledge the need that business and management education should better equip graduates with appropriate skills and knowledge necessary to manage the business processes in an emerging complex environment. Educational models successfully operating under the conditions of economic growth and social prospect, have proven to be insufficient in addressing the new challenges imposed by the COVID-19 pandemic and the quickly evolving education standards in the region. The increasing challenges of climate change, poverty and inequality impose a new role for business education to play in solving these issues in order to achieve better society's sustainability through new green technology, renewable energy, and biodiversity.



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<sup>1</sup>See at <https://www.vision2021.ae/en/national-agenda-2021>

# Research List

## ARTICLES:

Abonamah A.A., Tariq, M.U., & Shilbayeh, S. (2021). On the Commoditization of Artificial Intelligence, *Frontiers in Psychology*, 12 (3934). <https://doi.org/10.3389/fpsyg.2021.696346>.

Alsaad, A., Saif-Alyousfi, A.Y.H. and Elrehail, H. (2021), Religiosity, idealism, and ethical consumption: the mediating effect of perceived customer effectiveness and moral obligation. *Journal of Social Marketing*, Vol. 11 No. 1, pp. 25-43. <https://doi.org/10.1108/JSOCM-07-2020-0116>

Alsaad, A., Elrehail, H., & Saif Alyousfi, A. Y. (2022). The interaction among religiosity, moral intensity and moral certainty in predicting ethical consumption: A study of Muslim consumers. *International Journal of Consumer Studies*, 46(2), 406-418.

Babar, M., Khattak, A. S., Ahmad Jan, M., & Tariq, M.U. (2021). Energy aware smart city management system using data analytics and Internet of Things. *Sustainable Energy Technologies and Assessments* 44, April 2021, 100992.

Ramachandran, S., & Balasubramanian, S. (2021). Examining the Moderating Role of Brand Loyalty among Consumers of Technology Products. *Sustainability* 2020, 12, 9967; doi:10.3390/su12239967

Tariq, M. U., Babar, M., Poulin, M., Khattak, A. S., Alshehri, M., D., & Kaleem, S. (2021). Human Behavior Analysis Using Intelligent Big Data Analytics. *Frontiers in Psychology*, 06 July 2021 <https://doi.org/10.3389/fpsyg.2021.686610>

Shahbaz, M., Mateev, M., Abosedra, S., & Roubaud, D. (2020). How Transport Infrastructure and Education Contribute to Foreign Direct Investment in France? The Role of Financial Development and Energy Consumption, *International Journal of Finance and Economics*. John 26(1), 1351-1374.

Tariq, M. U., Babar, M., Poulin, M., & Khatta, A. S. (2021). Distributed model for customer churn prediction using convolutional neural network. *Journal of Modelling in Management* (publication date: 20 May 2021). DOI: 10.1108/jm2-01-2021-0032

Tariq, M.U., & Abonamah, A.A. (2021). COVID-19 Impact on Student's Mental and Social Health: Strategy Exploration. *Academy of Strategic Management Journal*, 20(1). <https://www.abacademies.org/articles/covid19-impact-on-students-mental-and-social-health-strategy-exploration.pdf>.

Tariq M.U., & Abonamah, A.A. (2021). Proposed Strategic Framework for Effective Artificial Intelligence Adoption in UAE. *Academy of Strategic Management Journal*, 20(1). <https://www.abacademies.org/articles/proposed-strategic-framework-for-effective-artificial-intelligence-adoption-in-uae.pdf>

Zhang, H., Babar, M., Tariq, M. U., Jan, M. A., Menon, V. G. & Li, X. (2020). SafeCity: Toward Safe and Secured Data Management Design for IoT-enabled Smart City Planning, in *IEEE Access*, doi: 10.1109/ACCESS.2020.3014622.

Zhu, X., Zhu, Y., Lei Li, Pan, S., Tariq, M. U., & Ahmad Jan, M. (2021). IoT-enabled gliomas disease management using fog Computing for sustainable societies. *Sustainable Cities and Society* 74, November 2021, 103215. DOI:10.1016/j.scs.2021.103215.

## CASE STUDIES (PUBLISHED BY THE CASE CENTER, UK)

No	Title	Authors
1	Hospital Operations Excellence in the UAE-A case study at King's Hospital	Dr. Muhammad Tariq; Dr. Miroslav Mateev
2	Carrefour's Supply Chain Logistics and Distribution System	Dr. Muhammad Tariq
3	Sephora Smart Customer's Experience Enhancement	Dr. Muhammad Tariq
4	Etisalat's Breakthrough Employee Engagement Recipe	Dr. Muhammad Tariq
5	Al Ain's Marketing Efforts for its Vitamin D water in UAE and GCC Market	Dr. Kiran Nair
6	Abu Dhabi: The Emerging Tourist Destination	Dr. Kiran Nair
7	Small Medium Enterprises (SMEs) Post COVID-19: What's Next?	Dr. Muhammad Tariq
8	Amazon Artificial Intelligence Journey: Leading Digital Innovation	Dr. Muhammad Tariq
9	Lego Serious Play Facilitating Innovative Thinking for Serious Work	Dr. Muhammad Tariq
10	Revolutionizing e-Health Ecosystem using Health 4.0 and Industry 4.0	Dr. Muhammad Tariq
11	Student Enrolment Challenges in Abu Dhabi Education Sector: A Design Thinking Opportunity	Dr. Kiran Nair
12	Airbus Helicopters: How Strategic Human Resource Management Drives Business Strategy	Dr. Rachid Alami; Dr. Rommel P. Sergio
13	Emirates Group: Demystifying People Strategies and Practices	Dr. Rommel P. Sergio, Dr. Rachid Alami, Dr. Ettiene Hoffman
14	ABC LLC, UAE - Towards Leading Sustainable Performance	Dr. Rommel P. Sergio; Dr. Ettiene Hoffman
15	Contemplating the Forthcoming Artificial Intelligence Era	Dr. Muhammad Tariq
16	Forthcoming Customer Experience in Manufacturing for a Post-COVID World	Dr. Muhammad Tariq
17	Coping with Supply Chain Disruption in UAE: COVID-19 Scenario	Dr. Muhammad Tariq
18	Addressing SMEs Operational Challenges in UAE	Dr. Muhammad Tariq

No	Title	Authors
19	DEWA Sustainable Strategic Future Foresight	Dr. Muhammad Tariq
20	Adoption of Artificial Intelligence in Supply Chain Management: Rethinking Dilemma	Dr. Muhammad Tariq
21	DEWA Transformational Excellence in Technology Governance	Dr. Muhammad Tariq
22	Ethical Significance of Artificial Organizations in Corporate Organizations	Dr. Muhammad Tariq
23	Gaining Competitive Advantage by Empowering Marketing Leaders to Upraise Customer Experience	Dr. Muhammad Tariq
24	Operational Challenges for Customer Excellence at ENOC Gas Stations	Dr. Muhammad Tariq; Mr. Amer Ali Alnuaimi
25	Customer Experience as Core for Prosperity and Business Excellence	Dr. Muhammad Tariq
26	Remodeling Corporate Competitive Advantage Using Futuristic Technologies	Dr. Muhammad Tariq
27	Implementation of the Advanced Technologies in the UAE Firms	Dr. Muhammad Tariq
28	Diversification of Effective Technical Talent Recruitment	Dr. Muhammad Tariq
29	Managing Change During the COVID-19 Pandemic: Challenges of Implementation Within the Higher Education Sector	Dr. Rommel P. Sergio
30	Data Unification Solution Among the Government Departments in the UAE	Dr. Muhammad Tariq; Eiman Al Marzouqi
31	Etisalat Group's Talent Development Hallmarks: The COVID-19 Experience	Dr. Rommel P. Sergio
32	Digital Quality: Business Excellence Initiatives in the Food Industry	Dr. Muhammad Tariq; A. Awadh Al Braiki
33	Redefining Associations to Direct Transformation and Business Value Amidst the New Normal	Dr. Muhammad Tariq
34	Higher Educational Excellence through Mobile Applications: Educateone Case	Dr. Muhammad Tariq; Maha Al Naomi

No	Title	Authors
35	Cybersecurity in the Times of Advanced Information Technologies and an Escalating Attack Surface	Dr. Muhammad Tariq
36	The Hike of Storing Data as a Service	Dr. Muhammad Tariq
37	Digital Customer Experience Implementation and its Strategies to Accelerate Firms' Digital Transformation	Dr. Muhammad Tariq
38	Smart Solutions for Monitoring the Family Health	Dr. Muhammad Tariq; Rashed Almarshoodi
39	Technological Solution to Connect Emergency Responders and Users	Dr. Muhammad Tariq; Faraj Almaeeni
40	Workplace Reformation using Emotion-sensing Technology	Dr. Muhammad Tariq
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