Master of Science in
Leadership and Organizational Development

adsm

كـلـيـة أبـوظـبـي لـلإدارة
ABU DHABI SCHOOL OF MANAGEMENT

INNOVATE | INSPIRE | INFLUENCE

"

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

"

Jack Welch,
Former Chairman & CEO of General Electric

The Abu Dhabi School of Management

The vision of the Abu Dhabi School of Management is to become the leading internationally benchmarked institute of higher learning in the UAE and the Arabian Gulf region. The School offers higher education that is aligned with the Abu Dhabi 2030 Vision. ADSM seeks to produce a new cadre of entrepreneurial managers – highly talented graduates equipped in the science of management. Graduates of ADSM would be able to take up strategic leadership roles, effectively bring about and manage organizational change through innovation, improving and enhancing their environments. Whether they find themselves in a start-up venture, a corporation, or a governmental organization, the alumni of ADSM will attain and refine the knowledge and skills required to contribute to the economy and the community at large. The initial program offering of ADSM was a MBA program, which was launched in 2013 and is operated in partnership with the Imperial College London Business School. With the graduation of the first cohorts of this program, ADSM has worked to expand its program portfolio to new areas to meet the needs of the Emirate of Abu Dhabi, its residents and economy. In the Fall of 2016, ADSM launched the Master of Science in Quality and Business Excellence in partnership with the Sheikh Khalifa Excellence Awards. In Spring 2017, ADSM further expanded its program portfolio to offer a Master of Science in Leadership and Organizational Development program.

Master of Science in Leadership and Organizational Development

Master of Science in Leadership and Organizational Development (MS LOD)

The Master of Science in Leadership and Organizational Development program is designed specifically for students wishing to develop their skills and understanding of the Leadership and Organizational Development activities undertaken within the context of the evolving and complex world of today's business environment. This program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large empowered private sector, and a sustainable knowledge-based economy. It has been designed to help students improve their ability to analyze, solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern business environment. The degree furthermore provides the underpinning knowledge to students wishing to follow a career in the fields of leadership and organizational development.

The MS LOD program aims to provide students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. The program equips graduates with the knowledge, skills and tools essential to implement practical approaches and techniques of leadership and organizational development that will enable them to work effectively in the modern business environment. A core priority of the MS LOD program is to provide an educational environment in which students are able to pursue knowledge, critical thinking and understanding of the global leadership and organizational activities.

The MS LOD program goals are consistent with the institutional purpose of the School, which seeks to create an environment in which students can explore, develop and apply their learning. The program aims to develop:

- Graduates' abilities to appraise strategic leadership concepts and theories.
- Graduates' knowledge and skills to analyze and manage the business environment in leading organizations.
- Graduates' competencies to apply the principles of organizational development.
- Graduates' skills and abilities to synthesizing of the value of planning and preparation to maximize results.

Program Learning Outcomes

Students successfully completing the ADSM Master of Science in Leadership and Organizational Development program will be able to:

1. Critically evaluate the ethical and cultural dimensions of leadership.

2. Evaluate and apply organizational development theory, process, structure and systems.

3. Synthesize the purpose, design, functions, and character of leadership and organizational development.

4. Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine leadership and organizational development.

5. Appraise the role of leadership in driving organizational outcomes.

6. Use effective leadership and teamwork skills to solve complex organizational development problems and communicate decisions to relevant audiences.

Program Structure

The Master of Science in Leadership and Organizational Development program represents a focused collection of courses that provides students with specialized knowledge of leadership and organizational development. The MS LOD program consists of ten 3-credit hour courses comprising 8 core courses and 2 elective courses, for a total of 30 credit hours. The sequence of the program is relatively flexible, with one pair of co-requisite courses: LOD 213 and LOD 214. In addition, the Research Methods course (LOD 211) must be taken during the first semester of enrolment in the program.

Core Courses		Electives	
Research Methods*	03	Creative Problem Solving	03
Leadership Culture and Ethics	03	Conflict Management	03
Leadership and Organizational Development Principles and Applications**	03		
Managing Organization Change**	03		
Leading Sustainable Performance	03		
Strategic Management Principles and the Challenges of Complex Systems	03		
Achieving Business Excellence	03		
The Challenges of Organizational Leadership	03		
		Total Elective Credits	**06**
Total Core Credits	**24**	**Total Program Credits**	**30**

* First Semester requirement

** Co-requisites

The program begins with an induction session, which introduces students to the program structure and curriculum, to faculty and staff, and to each other.

Postgraduate Diploma in Leadership and Organizational Development (PgD LOD)

The Postgraduate Diploma in Leadership and Organizational Development program has been designed as an exit award for students in the MS LOD program who have successfully completed 24 or 27 credit hours of study. The entry criteria for the MS LOD program will apply to the Postgraduate Diploma program. The program contents and structure of the Postgraduate Diploma program are identical to those of the Master of Science program.

Mode of Program Delivery

The MS LOD program is offered in a traditional face-to-face teaching mode. Students may undertake the program on either a full-time or part-time basis. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. Courses will be delivered over a 9-week term and the academic year will be divided into 4 terms on a quarter basis: Fall, Winter, Spring, and Summer (typically beginning in September, January, March, and June of each year). Each course will consist of 45 contact hours. Classes will be scheduled on weekdays from 4:00 pm to 9:00 pm, with one class meeting per week for each course.

Degree Completion Sequence

Full-time students will be able to complete the program in 12 months by taking two or three courses in four consecutive terms (quarters). Typically, this will consist of 2 courses each in the first semester and summer semester. Part-time students will be able to complete the program in either 18 or 24 months by taking fewer courses per term.

As noted above, Research Methods (LOD 211) must be taken during the first semester of study in the MS LOD program; and, Leadership and Organizational Development Principles and Applications (LOD 213) and Managing Organization Change (LOD 214) are co-requisites. An example of a possible sequence for a full-time student load is listed below.

Term 1	
LOD 211	Research Methods
LOD 212	Leadership Culture and Ethics

Term 2	
LOD 213	Leadership and Organizational Development Principles and Applications
LOD 214	Managing Organization Change
LOD 000	Elective 1

Term 3	
LOD 215	Leading Sustainable Performance
LOD 220	The Challenges of Organizational Leadership
LOD 000	Elective 2

Term 4	
LOD 216	Strategic Management Principles and the Challenges of Complex Systems
LOD 217	Achieving Business Excellence

Admission Requirements

Applicants to the MS LOD program are required to have an earned Bachelor's degree in a relevant field such as Management or Business with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 (CBT of 213, IELTS of 6.0, or iBT of 79 or its equivalent).

Applicants with a cumulative GPA between 2.5 and 3.0 from an accredited college or university and/or a TOEFL score of 530 (CBT of 197, or IELTS of 5.5 or iBT of 71 or its equivalent) may be considered for conditional entry into the program. Students admitted on a conditional basis will be required to achieve a minimum 'B' average in the first nine credits completed. Additionally, students admitted with a TOEFL score of 530 or its equivalent will be required to submit a TOEFL score of 550 or its equivalent by the end of the first semester.

In order to apply, students must pay a non-refundable application fee and submit the following:

- a completed Graduate Student Application form;
- an attested Bachelor's Degree from an accredited college or university;
- an official college or university transcript from all institutions of higher education attended;
- results of a standardized English test or another standardized, internationally-recognized test that is approved by the Commission for Academic Accreditation;
- a copy of a National ID (if Emirati) or a copy of a valid passport (if non-Emirati);
- 4 passport photos; and
- a copy of an Emirates ID.

Eligibility for Graduation

In order to be eligible for a Master of Science in Leadership and Organizational Development degree at ADSM, a student must:

I.   Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program.

II. Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale.

III. Not possess any missing grades or "Incompletes".

IV. Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy.

V.   Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

Students leaving the program after satisfactory completion of either 24 or 27 credit hours will be eligible to graduate with a Postgraduate Diploma in Leadership and Organizational Development, subject to fulfilling all of the above requirements from II through V.

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