Master of Science in Leadership and Organizational Development
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 vision of the Abu Dhabi School of Management is to be a center of excellence for entrepreneurship, leadership and management through the discovery and dissemination of knowledge. 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, who take the lead in innovating, improving and enhancing their environments. Whether they find themselves in a start-up venture, a corporation, or a governmental organization, the alumni of ADSM 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 an MBA program, which was launched in 2013. 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 the economy. In the Fall of 2016, ADSM launched the Master of Science in Quality and Business Excellence, and in Spring 2017, ADSM further expanded its program portfolio to offer a Master of Science in Leadership and Organizational Development program. Continuing ADSM’s growth the Master of Science in Business Analytics was introduced in Fall 2018.
Master of Science in Leadership and Organizational Development (MSLOD)

The Master of Science in Leadership and Organizational Development (MSLOD) provides skills necessary for today’s dynamic business environment.

The MSLOD program provides students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. Graduates from the program would be able to analyze, solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern 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. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of leadership and organizational development.

The MSLOD 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 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 external and domestic factors and drivers that determine leadership and organizational development.
5. Critically appraise the role of leadership in driving organizational outcomes.
6. Demonstrate leadership and team working skills in solving complex organizational development problems and communicating decisions to relevant stakeholder audiences.
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 flexible, with the requirement that the Research Methods course (RES 8111) must be taken during the first semester of enrolment in the program, while the Leadership and Organizational Development Principles and Applications (LED 8313), and Managing Organization Change (BUS 8414) are considered co-requisites and must be taken in the same term.

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td>RES 8111 Research Methods*</td>
<td>BUS 8418 Creative Problem Solving</td>
</tr>
<tr>
<td>LED 8312 Leadership Culture and Ethics</td>
<td>BUS 8419 Conflict Management</td>
</tr>
<tr>
<td>LED 8313 Leadership and Organizational Development Principles and Applications**</td>
<td>BUS 8340 Concepts in Contemporary International Business Management</td>
</tr>
<tr>
<td>BUS 8414 Managing Organization Change**</td>
<td>BUS 8416 Strategic Management and the Challenges of Complex Systems</td>
</tr>
<tr>
<td>LED 8315 Leading Sustainable Performance</td>
<td>BUS 8417 Achieving Business Excellence</td>
</tr>
<tr>
<td>BUS 8416 Strategic Management and the Challenges of Complex Systems</td>
<td>BUS 8418 The Challenges of Organizational Leadership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Elective Credits</th>
<th>06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Core Credits</td>
<td>24</td>
</tr>
<tr>
<td>Total Program Credits</td>
<td>30</td>
</tr>
</tbody>
</table>

* First Term requirement  
** Co-requisite

The program begins with an Orientation session, which introduces students to the program structure and curriculum, faculty and staff. The Orientation also includes a session on Case Study Analysis, intended as a hands-on exercise to introduce students to this concept.
The MSLOD program is offered in a traditional face-to-face teaching mode. Students may undertake the program full-time or part-time. 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 an 11-week period on weekdays from 4:00 pm to 9:00 pm. Each course will have 55 contact hours. Classes will be held over four terms in a year (fall, winter, spring and summer). Full-time students will be able to complete the program in 12 months by taking two or three courses in each term. Typically, students will take 2 courses each in their first term and summer term.
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. Typically, this will consist of 2 courses each in the first and summer term. 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, the mandated scheduling elements are that the Research Methods course (RES 8111) must be taken during the first term of enrollment in the program, while the Leadership and Organizational Development Principles and Applications (LED 8313), and Managing Organization Change (BUS 8414) are considered co-requisites and must be taken in the same term. However, to ensure a consistent student experience, the optimal sequence is determined based on the students’ intake, noting that ADSM normally has two intakes in the Fall and Spring Terms of each academic year.

**Fall Intake**

<table>
<thead>
<tr>
<th>Term 1: Fall Term</th>
<th>Term 2: Winter Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>RES 8111 Research Methods</td>
<td>LED 8313 Leadership and Organizational Development Principles &amp; Applications</td>
</tr>
<tr>
<td>LED 8312 Leadership Culture and Ethics</td>
<td>BUS 8414 Managing Organization Change</td>
</tr>
<tr>
<td></td>
<td>LED 8315 Leading Sustainable Performance</td>
</tr>
</tbody>
</table>
### Term 3: Spring Term
- BUS 8421: Strategic Management Principles
- LED 8325: Organizational Behavior
- LED 8320: The Challenges of Organizational Leadership

### Spring Intake

#### Term 1: Spring Term
- RES 8111: Research Methods
- LED 8312: Leadership Culture and Ethics

#### Term 3: Fall Term
- BUS 8421: Strategic Management Principles
- LED 8325: Organizational Behavior
- LED 8315: Leading Sustainable Performance

### Term 4: Summer Term
- TBD: Elective 1
- TBD: Elective 2

### Term 2: Summer Term
- LED 8313: Leadership and Organizational Development Principles & Applications
- BUS 8414: Managing Organization Change

### Term 4: Winter Term
- LED 8320: The Challenges of Organizational Leadership
- TBD: Elective 1
- TBD: Elective 2
Admission Requirements

Applicants to the MSLOD program are required to have an earned Bachelor’s degree recognized by the Ministry of Education in a relevant field in Business with a minimum of a 3.0 cumulative GPA on a 4.0 scale, or equivalent, and a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by the CAA, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS.

Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they complete a Bridging Course.

Applicants may be conditionally admitted the MSLOD program in the following cases:

<table>
<thead>
<tr>
<th>Admission Status</th>
<th>Undergraduate CGPA</th>
<th>English Language Requirement (ELR)</th>
<th>Conditions to be Met During the First Term of Study</th>
</tr>
</thead>
</table>
| **Conditional Academic** | Between 2.5 and 2.999 on a 4.0 scale, or equivalent | A minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS | • Take a maximum of nine credit hours of credit-bearing courses  
• Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses  
• Take a maximum of nine graduate-level credit hours as remedial preparation for the Master’s program, not for credit within the Master’s program  
• Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses in order to progress to the Master’s program |
| **Conditional ELR** | ≥ 3.0 on a 4.0 scale, or equivalent | A minimum score of 1250 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 197 CBT, 71 iBT, 530 PBT, or 5.5 IELTS | • Achieve an EmSAT score of 1400 or equivalent;  
• Take a maximum of six credit hours of credit-bearing courses  
• Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses |
### Admission to the Remedial Program

<table>
<thead>
<tr>
<th>Undergraduate CGPA</th>
<th>English Language Requirement (ELR)</th>
<th>Conditions to be Met During the First Term of Study</th>
</tr>
</thead>
</table>
| Between 2.0 and 2.499 on a 4.0 scale, or equivalent | A minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS | • Take a maximum of nine graduate-level credit hours as remedial preparation for the Master’s program, not for credit within the Master’s program.  
• Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses. |

Following the successful completion of the remedial courses by meeting the above conditions, students will be offered direct entry into the MSLOD program.

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

- a completed Graduate Application form;
- an earned Bachelor’s Degree recognized by the Ministry of Education;
- 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;
- Copy of valid passport and visa (if applicable);
- Emirates ID; and,
- 1 passport size photo.
Eligibility for Graduation

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

I. Satisfactorily complete a minimum of 30 credit hours of coursework, including all core courses.
II. Attain a minimum 3.00 cumulative grade point average on all credits earned at the School, based on a 4.00 scale.
III. Not possess any missing grades or In Progress (IP) grades.
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 outlined in the School’s policies.

The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of production (May/2021). However, sections may be amended without notice by the School in response to changing circumstances or for any other reason. Visit the ADSM website or contact the School for any updated information.