

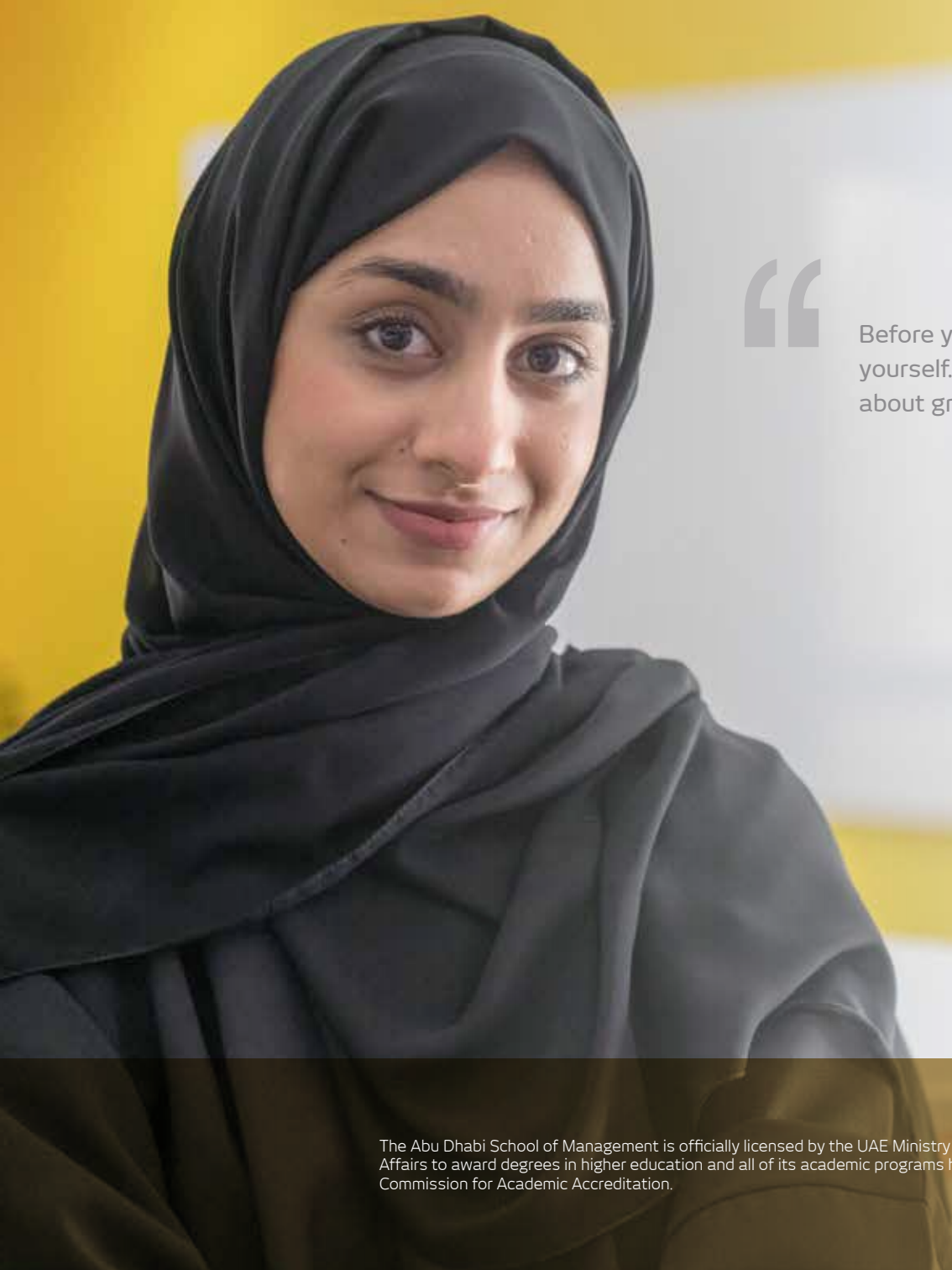


# Master of Science in Leadership and Organizational Development



كلية أبوظبي للإدارة  
ABU DHABI SCHOOL OF MANAGEMENT

[www.adsm.ac.ae](http://www.adsm.ac.ae)



“

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 is officially licensed by the UAE Ministry of Education- Higher Education Affairs to award degrees in higher education and all of its academic programs have been accredited by the Commission for Academic Accreditation.

# The Abu Dhabi School of Management

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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 and 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 has specific goals related to the study of leadership and organizational development. The program aims to develop graduates':

- abilities to utilize relevant strategic leadership concepts and theories.
- knowledge and skills to analyze and manage the business environment to lead an organization.
- competency to apply the principles of organization development to enhance the performance of an organization.
- planning skills required to maximize results in a variety of organizational contexts.



## Program Learning Outcomes

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Students successfully completing the ADSM MS LOD program will be able to:

1. Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.
2. Implement organizational development, theory, process, structure, and systems.
3. Critically analyze the ethical and cultural dimensions of leadership .
4. Evaluate and select appropriate research instruments and problem solving techniques to conduct research in leadership and organizational development.
5. Apply leadership skills required to achieve the implementation of organizational plans.
6. Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders.

# Program Structure

The MSLOD program is composed of courses that provide students with specialized knowledge of Leadership and Organizational Development. This program consists of ten 3-credit hour courses. This includes 6 core courses, 2 thesis courses and 2 elective courses, totalling 30 credit hours.

MSLOD Core Courses (All Required for Graduation)		
LED 8111	Research Methods	3
LED 8312	Leadership Culture and Ethics	3
LED 8313	Leadership and Organization Development Principles and Applications	3
LED 8315	Leading Sustainable Performance	3
BUS 8414	Managing Organization Change	3
BUS 8421	Strategic Management Principles	3

MSLOD Thesis Courses (All Required for Graduation)		
LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)	3
LED 8919	MSLOD Individual Consultancy Thesis II (Final)	3

MSLOD Elective Courses (Two Required for Graduation)		
LED 8320	The Challenges of Organizational Leadership	3
LED 8325	Organizational Behavior	3
BUS 8419	Conflict Management	3
BUS 8340	Concepts in Contemporary International Business Management	3

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.



## Mode of Program Delivery

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The MSLOD program is offered in a traditional face-to-face teaching mode. In emergency situations, course delivery will consist of technology-based virtual class sessions. Courses will be delivered over a 10-week period (6 weeks in summer) on weekdays from 4:30 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities. Assessments are conducted outside the contacts hours. Each 'Thesis' course will be delivered over a period of ten weeks.







# Degree Completion Sequence

Full-time students will be able to complete the program in 15 months by taking one to three courses in each of five consecutive terms. The tables below show the study plan and program sequence for full-time students in the Fall, Winter and Spring intakes. The Research Methods course (RES 8111) must be taken during the first term of enrolment in the program. To ensure a consistent student experience, the optimal sequence is determined based on the students' intake, noting that ADSM normally has three intakes for the MSLOD program in the Fall, Winter and Spring Terms of each academic year.

## Fall Intake

Term 1: Fall	
RES 8111	Research Methods
LED 8312	Leadership Culture and Ethics

Term 3: Spring	
BUS 8421	Strategic Management Principles
LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)

Term 5: Fall	
LED 8919	MSLOD Individual Consultancy Thesis II (Final)

Term 2: Winter	
LED 8313	Leadership & Organizational Development Principles & Applications
BUS 8414	Managing Organization Change
LED 8315	Leading Sustainable Performance

Term 4: Summer	
TBC	Elective 1
TBC	Elective 2

## Winter Intake

Term 1: Winter	
RES 8111	Research Methods
LED 8312	Leadership Culture and Ethics

Term 3: Summer	
BUS 8421	Strategic Management Principles
TBD	Elective 1

Term 5: Winter	
LED 8919	MSLOD Individual Consultancy Thesis II (Final)

## Spring Intake

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

Term 3: Fall	
LED 8315	Leading Sustainable Performance
BUS 8421	Strategic Management Principles
TBD	Elective 1

Term 5: Spring	
LED 8919	MSLOD Individual Consultancy Thesis II (Final)

Term 2: Spring	
LED 8313	Leadership & Organizational Development Principles & Applications
BUS 8414	Managing Organization Change
LED 8315	Leading Sustainable Performance

Term 4: Fall	
TBD	Elective 2
LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)

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

Term 4: Winter	
TBD	Elective 2
LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)

# 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 the Bridging Program.

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

Admission Status	Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
<b>Conditional Academic</b>	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	<ul style="list-style-type: none"> <li>• Take a maximum of nine credit hours of credit bearing courses.</li> <li>• Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses.</li> </ul>
<b>Conditional ELR</b>	≥ 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	<ul style="list-style-type: none"> <li>• Achieve an EmSAT score of 1400 or equivalent.</li> <li>• Take a maximum of six credit hours of credit bearing courses.</li> <li>• Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses.</li> </ul>

## Admission to the Remedial Program

Undergraduate CGPA	Conditions to be Met	
	Prior to the First Term of Study	During the First Term of Study
Between 2.0 and 2.499 on a 4.0 scale, or equivalent	<ul style="list-style-type: none"> <li>Complete four (4) graduate-level credit hours as remedial preparation for the Master's program, not for credit within the Master's program.</li> <li>Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum score of 1400 on the English language portion of the EmSAT exam, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS</li> </ul>

Students will be required to successfully complete all remedial courses. Following the successful completion of the remedial courses by achieving a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the four credits of remedial courses, students will be offered direct or conditional entry into the MSLOD program.

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, 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.



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