Master of Science in Leadership and Organizational Development

Comprehensive Program Specification Document

Academic Year
2024 – 2025

Contents

1.0 Program General Information

Program Title:	Master of Science in Leadership and Organizational Development		
Program Code:	2.MS.0218		
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1.1 Program Description

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.

1.2 Program Aim and Goals

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.

1.3 Employer Engagement

ADSM seeks to achieve effective, beneficial and sustainable engagement with employers to meet their current and future workforce development needs. These will satisfy the aspirations of employees and help meet the targets set by the Abu Dhabi Vision 2030. This program is aimed at meeting the need of employers for Leadership and Organizational Development professionals which is not currently fulfilled by any other higher education provider in the UAE. ADSM's association with the Abu Dhabi Chamber of Commerce and Industry has set the trajectory of the MSLOD program on a course that will help it to fulfill the needs of the evolving labor market of the Emirates. ADSM has relationships with the local employers through its association with the Abu Dhabi Chamber of Commerce and Industry.

2.0 Program Accreditations and UAE Qualifications Framework

2.1   National and International Accreditations

ADSM's MSLOD program is intended to give graduates the tools, research experience and background to work professionally in local or international organizations. Graduates will be knowledgeable and skilled to adapt to various environments and help organizations create competitive advantage. The program and its respective course learning outcomes are aligned with UAE and international standards.

ADSM adheres to the formal processes of accreditation under the UAE Ministry of Education (MoE) Standards for Licensure and Accreditation administered by the Commission for Academic Accreditation (CAA), the National Qualification Authority (NQA), and the National Qualifications Framework (QF*Emirates*). The ADSM MSLOD program is not currently offered in an interdisciplinary or joint (i.e., with another institution) format. The program does not currently have any international accreditation and does not have any delivery support partners.

However, ADSM is validated by the Business Graduate Association 'BGA' and in the accreditation process to receive institutional accreditation by the BGA. In addition, ADSM is on the waiting list of the Association of Master of Business Administration 'AMBA' to undergo the AMBA accreditation process. ADSM is a member of the United Nations supported institution, Principles for Responsible Management Education 'PRME' MENA chapter initiative.

2.2 Program Learning Outcomes and QF*Emirates*

The ADSM MSLOD Program Learning Outcomes (PLOs) are aligned to the QF*Emirates* Strands of Learning Outcomes: Knowledge, Skills, Aspects of Competence and CoreLife Skills (see Table 1). The MSLOD PLOs are also designed to meet the key competencies required so that the graduates demonstrate effective participation in the workplace, in learning, and in daily life.

| Program-level outcomes (P). Students completing the MSLOD program will be able to: | Knowledge (KN) | Skills (SK) | Aspects of competence | | | Core Life Skills (CLS) |
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
PLO1: Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.	KN1 KN2	SK1	AR1 AR3	RC1 RC2	SD2 SD3	
PLO2: Implement organizational development, theory, process, structure, and systems	KN1 KN4	SK1	AR2 AR3		SD3	CLS1 CLS2 CLS3 CLS4 CLS5 CLS6 CLS7
PLO3: Critically analyze the ethical and cultural dimensions of leadership	KN1	SK1	AR3		SD3	
PLO4: Evaluate and select appropriate research instruments and problem solving techniques to conduct research in leadership and organizational development	KN3	SK2 SK3 SK4	AR1	RC1	SD2	
PLO5: Apply leadership skills required to achieve the implementation of organizational plans	KN3 KN4	SK2 SK4 SK5	AR1 AR2	RC1 RC2	SD1 SD2 SD3	

PLO6: Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders	KN2 KN3 KN4	SK3 SK4 SK5	AR1 AR3	RC1 RC2	SD2 SD3	

Table 1. PLO Mapping against QF*Emirates* Standards

2.3 Course Learning Outcomes (CLOs)

Programs are made up of courses. Each course has its own intended Course Learning Outcomes (CLOs). The mapping of the CLOs to PLOs is presented in Appendix 1. Students must achieve all the CLOs to obtain their qualification.

3.0 Program Structure and Degree Completion Sequence

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, totaling 30 credit hours.

3.1 Program Structure

Table 2 below shows the program standing, course code, course title, credit hours, and pre-requisites/co-requisites in the MSLOD program.

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	LED 8111	Research Methods	3	First Term Requirement
Core	LED 8312	Leadership Culture and Ethics	3	Co-requisite: LED 8111
Core	LED 8313	Leadership and Organization Development Principles and Applications	3	Pre-requisite: LED 8312
Core	LED 8315	Leading Sustainable Performance	3	None
Core	BUS 8414	Managing Organization Change	3	None
Core	BUS 8421	Strategic Management Principles	3	Pre-requisite: LED 8313
Thesis	LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)	3	Pre-requisites: A minimum of four core courses (12 credit hours), which must include: LED 8111, LED 8312
Thesis	LED 8919	MSLOD Individual Consultancy Thesis II (Final)	3	Pre-requisites: LED 8918 and All Core Courses

Elective	LED 8320	The Challenges of Organizational Leadership	3	Pre-requisite: LED 8312
Elective	LED 8325	Organizational Behavior	3	Pre-requisite: LED 8313
Elective	BUS 8419	Conflict Management	3	Pre-requisite: BUS 8414
Elective	BUS 8340	Concepts in Contemporary International Business Management	3	Pre-requisite: BUS 8421

3.2 Program Degree Completion

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. Tables 3-5 below show the study plan and program sequence for full-time students.

Code	Type	Title	Credits
Term 1: Fall			
LED 8111	Core	Research Methods	3
LED 8312	Core	Leadership Culture and Ethics	3
Term 2: Winter			
LED 8313	Core	Leadership & Organizational Development Principles & Applications	3
BUS 8414	Core	Managing Organization Change	3
LED 8315	Core	Leading Sustainable Performance	3
Term 3: Spring			
BUS 8421	Core	Strategic Management Principles	3
LED 8918	Thesis	MSLOD Individual Consultancy Thesis I (Proposal)	3
Term 4: Summer			
TBD	Elective	Elective 1	3
TBD	Elective	Elective 2	3
Term 5: Fall			
LED 8919	Thesis	MSLOD Individual Consultancy Thesis II (Final)	3

Table 3. MSLOD Study plan and program sequence (**Fall Intake**)

Code	Type	Title	Credits
Term 1: Winter			
LED 8111	Core	Research Methods	3
LED 8312	Core	Leadership Culture and Ethics	3
Term 2: Spring			
LED 8313	Core	Leadership & Organizational Development Principles & Applications	3
BUS 8414	Core	Managing Organization Change	3
LED 8315	Core	Leading Sustainable Performance	3

Term 3: Summer			
BUS 8421	Core	Strategic Management Principles	3
TBD	Elective	Elective 1	3
Term 4: Fall			
TBD	Elective	Elective 2	3
LED 8918	Thesis	MSLOD Individual Consultancy Thesis I (Proposal)	3
Term 5: Winter			
LED 8919	Thesis	MSLOD Individual Consultancy Thesis II (Final)	3

Table 4. MSLOD Study plan and program sequence (**Winter Intake**)

Code	Type	Title	Credits
Term 1: Spring			
LED 8111	Core	Research Methods	3
LED 8312	Core	Leadership Culture and Ethics	3
Term 2: Summer			
LED 8313	Core	Leadership & Organizational Development Principles & Applications	3
BUS 8414	Core	Managing Organization Change	3
Term 3: Fall			
LED 8315	Core	Leading Sustainable Performance	3
BUS 8421	Core	Strategic Management Principles	3
TBD	Elective	Elective 1	3
Term 4: Winter			
TBD	Elective	Elective 2	3
LED 8918	Thesis	MSLOD Individual Consultancy Thesis I (Proposal)	3
Term 5: Spring			
LED 8919	Thesis	MSLOD Individual Consultancy Thesis II (Final)	3

Table 5. MSLOD Study plan and program sequence (**Spring Intake**)

4.0 Program admission requirement

4.1 Graduate admission requirement

Applicants to the program are required to have;

- an earned Bachelor's degree recognized by the Ministry of Education in a relevant field in Business. Applicants with a degree in an area other than business but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s),

- 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 (see Appendix 2).

4.2 Transfer Admission Policy

Graduate students are typically expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted as deemed appropriate by ADSM. (See P 402 Transfer Admissions Policy and P 401 Graduate Admission Policy)

5.0 Program Teaching Pedagogy

5.1 Teaching and Learning Methods

Over a duration of 10 weeks (6 weeks in summer), the program will primarily be delivered through interactive lectures. This helps students to deepen their understanding of the key theories, approaches, and practices used in the real world. Lectures will follow the syllabus and draw upon the main textbook and other key readings. Students are also required to read around the topics to extend their understanding further. This enables students to actively evaluate and critically discuss lecture topics. It is important that graduate students discuss key topics to formulate and to articulate their views and perspectives. The teaching and learning methods also include case studies, tutorials, seminars, videos and assessment strategies.

5.2 Mode of Delivery

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 (see **P 322 - Thesis Policy**).

5.3 Learning Management System (LMS)

ADSM's Learning Management System (LMS) is a customized version of Moodle 3.7. A reliable LMS is essential to the delivery of the program and enables students to access information remotely. This is an e-learning resource that hosts discussion forums, practice assessments and related reading. Independent learning is consistent with the expectations of graduate study. It provides a very effective basis for feedback and coaching improvements (formative assessment) and encourages student engagement outside of class contact hours. (Refer to **Section 8.3.1** Assessment of Classroom for further discussion on LMS).

6.0 Program Aspects of Competencies

The MSLOD program adheres to ADSM's **P301 Grading and Assessment Policy**. This governs the principles of assessment at ADSM, including the QF*Emirates* Level 9 compliance (see Appendix 3), and CoreLife Skills (see Appendix 4). Students are required to complete two summative assessments. These will range in their level of difficulty. The first assessment ranges from Lower to Moderate skills and is weighted at 40%. The second assessment is pitched at Moderate to Upper skills and is weighted at 60%. These assessments will offer students the opportunity to evaluate and synthesize industrial case studies (both international as well as GCC, especially UAE) against taught theories and concepts. Moreover, the students will also conduct guided research on a related topic in more depth which will be used to assess students' conceptual clarity and analytical ability.

Out-of-class assessments must be submitted through ADSM's LMS portal (specifically Turnitin through Moodle to evaluate the work for plagiarism). Work must not be emailed to the instructor. Penalties will apply for submissions that are made after the submission due date.

7.0 Program Quality Assurance

7.1 Quality Assurance and Risk Management Office

ADSM ensures that each program meets the UAE's regulatory requirements and adheres to the policies and procedures stipulated by ADSM's Quality Assurance and Risk Management Office (QARMO). The QARMO office is responsible for improving educational programs and ADSM's overall effectiveness. The QARMO team are dedicated to supporting and promoting the practice of continuous improvement. The team works closely with the Academic Dean to identify the direct and indirect criteria that best measure the achievement of program and course learning outcomes (see **P 106 Quality Assurance Policy**). The QARMO team members participate in academic policy formulation committees and work closely with the Academic Dean, Director of Programs, Academic Advisor and Director of Student Affairs to identify opportunities for improving the students' experience.

The QARMO team conducts surveys to measure students' satisfaction with their experience. The QARMO team conducts several surveys regarding the experiences of students, faculty, graduates, and alumni. The QARMO team analyzes program-related performance, assesses student achievement of learning outcomes, and ensures program planning and improvement activities are completed. The QARMO team uses the Course Critical Self-Assessment Report (CSER) to examine how effectively the course met the learning outcomes and suggests improvements with time-bound actions for the purpose of "closing the loop." In addition, the collection and analysis of survey data helps the Academic Dean evaluate the effectiveness of the program.

7.2 Institutional Planning

ADSM maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean and faculty member discuss the incremental changes in the course syllabus to meet the relevant learning needs of students. Such improvement in the course syllabus requires the institution's Curriculum Development Committee (CDC) approval. The Academic Dean and Director of Academic Programs consult with external industry experts through the MSLOD 'Academic Program Advisory Committee 'APAC', to ensure that the curriculum of each program is relevant and up-to-date.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

Students are supported through the work of ADSM's Student Affairs team. This includes admissions, registrations, scholarships and access to the Academic Support Center (ASC). The ASC provides support and assistance with course work including research and writing skill. In addition, students can seek academic advice, co-curricular help, and various forms of counselling from a dedicated Academic Advisor assigned to each program. A student requiring assistance needs to book an appointment with the Advisor via the LMS. For more information, see **P 417 Academic Advising Policy** and **P 408 Career Services Policy** within the ADSM Student WebPortal (lms.adsm.ac.ae).

8.2 Learning Resources: Library

Students have access to excellent digital resources. ADSM is a postgraduate-only institution and the majority of its students are working professionals who visit the campus primarily during class hours. To cater to the needs of such a student body, ADSM focused almost exclusively on electronic learning resources. ADSM's library provides access to 76,403,073 eBooks, the ProQuest Business Premium Collection, LibriVox, public domain audiobooks; and Abu Dhabi Data, a platform of all Abu Dhabi Open Datasets. These resources can be accessed from off-campus sites (see **P 601 Library Policy**). The library supports both faculty members and students in their research-based undertakings. Student satisfaction with Library services is measured through the annual Student Survey (refer to 7.1), which includes the questions mandated by the CHEDS (Center for Higher Education Data and Statistics).

8.3 Learning Resources: Technology

ADSM's campus offers a stimulating learning environment through well-equipped facilities. Each classroom is equipped with a computer that is connected to the Internet and Smartboards to support instruction and Wi-Fi for students to facilitate coursework. There are computer suites where students can complete assignments, conduct research and browse the internet. There is high-speed Wi-Fi internet access throughout the campus. The IT unit facilitates technology requirements of faculty and students.

This includes training for faculty and students in the use of the LMS as the official academic platform. ADSM regularly evaluates Help Desk Tickets and assesses the problems, issues, and needs of its user community. ADSM obtains feedback from students on IT services through the Annual Student Experience Survey.

Appendices

Appendix 1. Program CLOs vs PLOs

MASTER OF SCIENCE IN LEASERSHIP AND ORGANIZATIONAL DEVELOPMENT

Table 6. Core Courses

LED 8111
Research Methods
Core

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Investigate and apply research principles to solve challenges in work environments.	×	×				
CLO2	Perform a review of recent literature, including the ethical concerns, related to a particular research problem.		×	×			
CLO3	Determine and apply appropriate research methods used to address a particular research question.			×	×		
CLO4	Evaluate the results from data analysis derived from a wide range of methodological approaches used in social research.	×			×		
CLO5	Design a research study to address a specific research question on the chosen topic.		×		×		

LED 8312
Leadership, Culture and Ethics
Core

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Examine the complex nature of culture and the role of leaders in crafting and changing organizational culture.	×					×
CLO2	Analyze and apply the key concepts and theories related to ethical principles and challenges in organizations.			×			
CLO3	Implement methods and models used to develop a learning culture in an organization.					×	×
CLO4	Critically evaluate the impact of culture change on organizational performance considering related relevant body of knowledge.	×				×	
CLO5	Formulate leadership, culture and ethics strategies to create a plan that solves a specific problem based on recent research.			×		×	×

LED 8313
Leadership and Organization Development Principles and Applications
Core

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Examine contemporary issues in organization development.	×	×				
CLO2	Analyze complex organization development issues.		×	×			
CLO3	Determine an appropriate organization development intervention to enhance organizational performance.			×		×	
CLO4	Evaluate models and approaches related to sustainable organization development that require team intervention.		×			×	
CLO5	Formulate organizational development strategies to create a plan that solves a specific problem based on recent research.	×				×	

BUS 8414
Managing Organization Change
Core

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Critically examine the complex nature of change and the role of change management.	×		×			
CLO2	Analyze various theoretical models of organization change and apply them to a variety of scenarios.		×	×			
CLO3	Appraise the importance of addressing the cultural dimension of change.	×		×			
CLO4	Critically evaluate the features and principles of a learning organization.	×	×				

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO5	Formulate an organization change strategy to create a plan that solves a specific problem based on recent research.			×		×	

	BUS 8414						
	Leading Sustainable Performance						
	Core	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Critically examine a range of global sustainability challenges facing businesses.		×		×		
CLO2	Analyze and apply the key concepts and theories relating to corporate sustainability, corporate social responsibility/citizenship and business ethics.		×	×			
CLO3	Determine and implement methods and models to engage employees and identify potential change agents and sustainability champions.				×		×
CLO4	Critically evaluate the impact of organizational responses to sustainability challenges in light of the body of knowledge on sustainability.		×	×			
CLO5	Formulate a sustainable performance strategy to create a plan that solves a specific problem based on recent research.				×		×

	BUS 8421						
	Strategic Management Principles						
	Core	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Critically examine the concepts, theories and models used in strategic management.		×			×	
CLO2	Analyze the diverse approaches and contextual factors that may influence the strategic management and organizational transformation process/outcomes		×		×		
CLO3	Determine an appropriate strategy for a variety of levels in an organization: corporate, business, and operational				×		×
CLO4	Critically evaluate a wide range of strategic decisions to achieve organizational outcomes		×			×	
CLO5	Formulate a management strategy to create a plan that solves a specific problem based on recent research.				×		×

	LED 8918						
	MSLOD Individual Consultancy Thesis I (Proposal)						
	Thesis	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Select a complex organizational problem related to the field of study, and suitable for research.	×	×				
CLO2	Determine scientific, social, and ethical considerations relevant to an organizational problem.	×		×			
CLO3	Formulate high-level research questions and propose appropriate research methodologies to develop and communicate in a consultancy thesis proposal	×			×		
CLO4	Conduct a literature review to transform specialized knowledge, based on current research, for application in solving the organizational problem		×	×		×	

	LED 8919						
	MSLOD Individual Consultancy Thesis II (Final)						
	Thesis	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Integrate knowledge, skills, and competencies to solve the specified research problem		×				×
CLO2	Design a research approach to address the problem, and implement an appropriate methodology and data analysis methods/techniques, within relevant ethical parameters			×	×		
CLO3	Propose and justify recommendations based on the research findings for future implementation			×		×	
CLO4	Produce and orally defend a final report of publishable academic quality		×		×		×

Table 7. Elective Courses (Students take 2)

	BUS 8340						
	Concepts in Contemporary International Business Management						
	Elective	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6

		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Critically examine the global economic, political, social and technological trends that are converging in contemporary managerial practices.	×	×				
CLO2	Integrate functional business skills to address recent international organizational and strategic contexts.	×				×	
CLO3	Determine the role of innovation and creativity in developing competitive advantage in international business.		×			×	
CLO4	Critically evaluate the contribution of digital transformation to create value for international business.		×				×
CLO5	Formulate an international business strategy to create a plan that solves a specific problem based on recent research.					×	×

BUS 8419							
Conflict Management							
Elective		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Identify and examine conflicts in an organization.	×	×				
CLO2	Analyze the current issues relevant to conflict resolution in organizations.		×	×			
CLO3	Design a dispute resolution system for an organization.	×				×	
CLO4	Evaluate a wide range of approaches to the prevention and resolution of conflicts and apply them to solve issues involving clients, customers and vendors.		×			×	
CLO5	Formulate a strategy to resolve a conflict based on recent research.	×				×	

LED 8325							
Organizational Behavior							
Elective		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Demonstrate thorough understanding of fundamental theories and concepts of organizational behavior.	×	×				
CLO2	Apply motivational theories and strategies to solve complex behavioral issues in an organization.			×			×
CLO3	Analyze group dynamics and recommend strategies to improve team functioning	×		×			
CLO4	Critically evaluate a wide range of methodological approaches in organizational behavior.	×	×				
CLO5	Formulate an organization behavior strategy to create a plan that solves a specific problem based on recent research.	×					×

LED 8320							
The Challenges of Organizational Leadership							
Elective		PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Examine leadership challenges in a variety of contexts.		×			×	
CLO2	Implement values and best practices of successful leaders			×		×	
CLO3	Identify and implement leadership strategies that contribute to effective organizational leadership.		×				×
CLO4	Critically evaluate a wide range of methodological approaches to organizational leadership		×	×			
CLO5	Formulate a strategy to create a plan that solves a specific problem related to organizational leadership based on recent research.			×			×

Table 8. Conditional Admissions into the MSLOD Program

Admission Status	Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
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
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

Table 9. Admission in the Remedial Program

Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
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.

Students will be required to successfully complete all remedial courses. Following the successful completion of these remedial courses by meeting the above conditions, students will be offered direct or conditional entry into the MSLOD program.

Table 10. QF*Emirates* Level 9 – Knowledge and Skills

Level	1 - Knowledge (KN)	2- Skill (SK)
9	comprehensive, highly specialized knowledge in a field of work, discipline and/or professional practice, and at the interface between different fields, including frontier concepts and recent developments. **(KN-9-1)**	advanced skills required in research, analysis, evaluation and/or innovation of complex ideas, information, concepts and/or activities **(SK-9-1)**
	advanced knowledge of applicable research principles and methods **(KN-9-2)**	skills to develop new knowledge and procedures and to integrate knowledge from different fields using highly developed cognitive and creative skills and intellectual independence to the field of work or discipline **(SK-9-2)**
	critical awareness of knowledge issues, as the basis for original thinking; encompassing appropriate processes of enquiry and current processes of knowledge production **(KN-9-3)**	advanced problem solving skills to analyse highly complex issues with incomplete data and develop innovative solutions and proposals relevant to an academic/ professional field, field of work or discipline **(SK-9-3)**
	detailed body of knowledge of recent developments in a field of work, and/or discipline **(KN-9-4)**	planning skills to develop and execute a major project or comparable activities (that includes a significant range of variables and complexity) with appropriately selected research methodologies producing sound conclusions **(SK-9-4)**
		highly developed specialist communication and information technology skills to present, explain and/or critique highly complex matters **(SK-9-5)**

Table 11. QF*Emirates* Level 9 – Aspects of Competence

Level	3-Aspects of Competence		
	Autonomy and Responsibility	**Role in Context**	**Self-development**
9	can function autonomously and/or take responsibility for managing professional practices, work, processes or systems, or learning contexts that are highly complex, unpredictable and unfamiliar, and require new strategic approaches and/or intervention or conceptual abstract solutions **(AR-9-1)**	can initiate and manage professional activities that may include a highly complex environment **(RC-9-1)**	can self-evaluate and take responsibility for contributing to professional knowledge and practice including unfamiliar learning contexts **(SD-9-1)**
	can account for high level governance of processes and systems **(AR-9-2)**	can take responsibility for leading the strategic performance and development of professional teams and self **(RC-9-2)**	can develop and implement further learning consistently and sensitively **(SD-9-2)**
	can analyze and reflect on socio-cultural norms and relationships and act to build and transform them **(AR-9-3)**	can consistently and sensitively manage highly complex ethical issues leading to informed, fair and valid decisions **(SD-9-3)**	can analyze and reflect on socio-cultural norms and relationships and act to build and transform them **(AR-9-3)**

Appendix 4: CoreLife Skills

The QF*Emirates* recognizes the key competencies required for effective participation in workplace, in the learning and in daily life. These are generic skills rather than being specific to particular occupations, industries or disciplines. They are known, in the QF*Emirates*, as CoreLife Skills.

Generic Description	Detailed Description	Ref
Information	Collecting, analyzing, organizing and applying information in a given context	CLS1
Communication	Communicating information, concepts, and ideas	CLS2
Organising Self	The entrepreneurial spirit, creativity and discovery and the ability to self-organization and the organization of the events and activities	CLS3
Working with Others	Working with others in teams, including leadership	CLS4
Mathematical/Problem Solving	Solving problems including using mathematical ideas and techniques	CLS5
Technology (ICT)	Applying information and communication techniques	CLS6
Societal	Participating in social and civil life including ethical practice	CLS7

NQC expects that appropriate CoreLife Skills will be integrated into all qualifications recognized by the QF*Emirates* at every level (i.e., level 1 to 10). Qualifications developers should map where they are included, and therefore can be assessed, in every qualification. It is not expected that all seven CoreLife Skills will be integrated into small awards.