

UNIVERSITY  
of GUELPH

Master of Arts  
in Leadership

Collaborate.  
Empower.  
Lead.  
Improve Life.

GORDON S.  
**LANG**  
SCHOOL of BUSINESS AND ECONOMICS



**LANG'S MA IN LEADERSHIP PROGRAM IS PART OF MY LEARNING JOURNEY TOWARDS BEING THE BEST LEADER I CAN BE. I'M EXCITED TO DISCOVER NEW PATHS THAT WILL RESULT FROM THIS ENRICHING LEARNING EXPERIENCE.**

**Michelle Winklaar, MA Leadership Candidate**  
Former Minister of Education of Aruba

# Developing Leaders that Improve Life.

*The Gordon S. Lang School of Business and Economics is a globally ranked business school with the bold mission of developing leaders that will improve life in our communities. We believe that sustainable, ethical leaders are unquestionably the future. We are one of 39 global Champions of the United Nations PRME initiative for developing responsible leaders.*

*The Gordon S. Lang School of Business and Economics is built upon three pillars:*

## THREE PILLARS

### Active Learning

We foster teamwork, critical-thinking and problem-solving skills, that connects modern academics to solve real-world leadership challenges.

### Research with Impact

We aim to push the frontiers of knowledge through research in leadership, management and economics, building on industry foundations unique to the University of Guelph.

### Community Engagement

We are recognized locally and globally for our commitment to developing leaders for a sustainable world, who aspire to improve both the bottom line and our communities.

# Lang's Masters in Leadership

*An intense, exhilarating and satisfying 18 months that will absolutely transform your leadership capabilities. Lang's MA in Leadership program is offered online with on-site residential experiences, allowing you to complete your professional degree without interrupting your career or personal life.*

*Our world-class faculty will guide you through your residential experiences, engaging online courses and a major research project of your choosing. If conducting a major research project doesn't suit you, you may elect to complete two elective courses instead.*

*Along with your tight-knit cohort, you will learn the importance of evidence-based leadership practices in order to become a true change maker and organizational leader.*

## **Empowering your own style of leadership**

*Lang's MA in Leadership program is a life and career changing experience that enhances your leadership competencies, transforming you into the leader your career needs. There is no single method to becoming a better leader. We empower and enhance your established leadership abilities to help you become a better version of yourself.*



# Masters of Arts in Leadership at a Glance

## LANG AT A GLANCE

**18**

**Month**

Program

**10**

**Total  
Courses**

**2**

**Residential**

On-Site Experiences

**45**

**Average  
Class Size**

**40/60**

**Female/Male**

Ratio

**41**

**Average Age**

of Students

**12.7**

**Average Years**

Of Work Experience

**95%**

of students say the MA Leadership  
program helped improve their  
strategic decision-making.

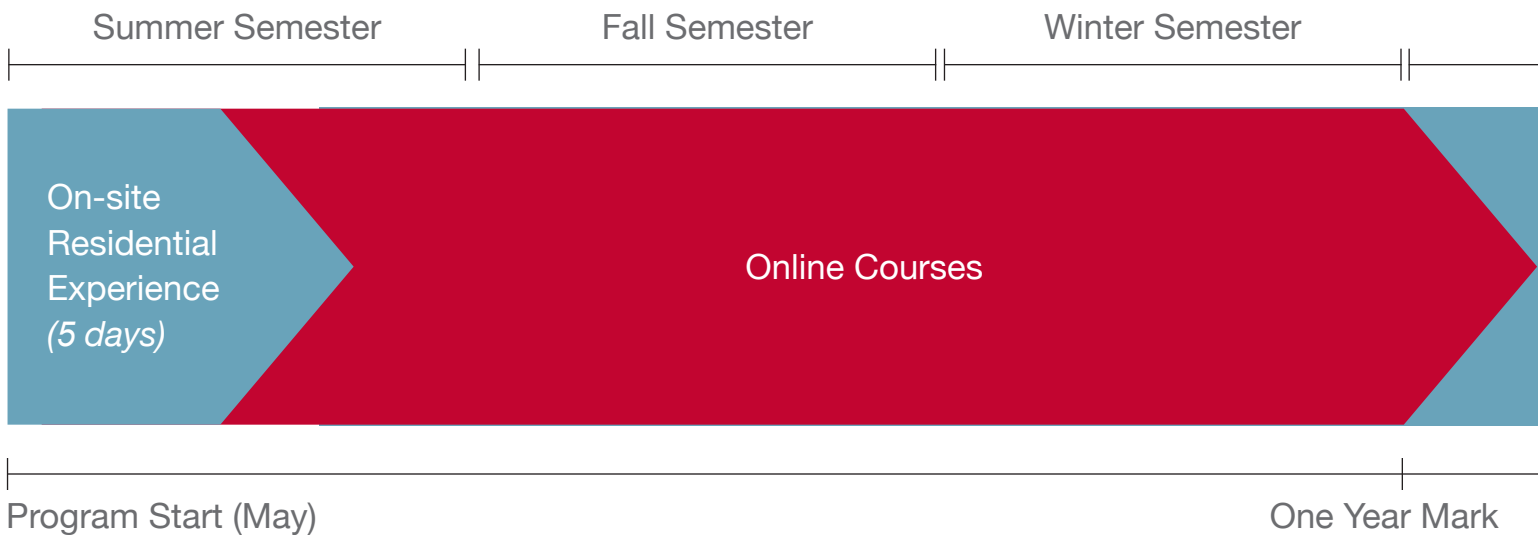
**100%**

of students say the program is  
academically challenging.

# Program Overview

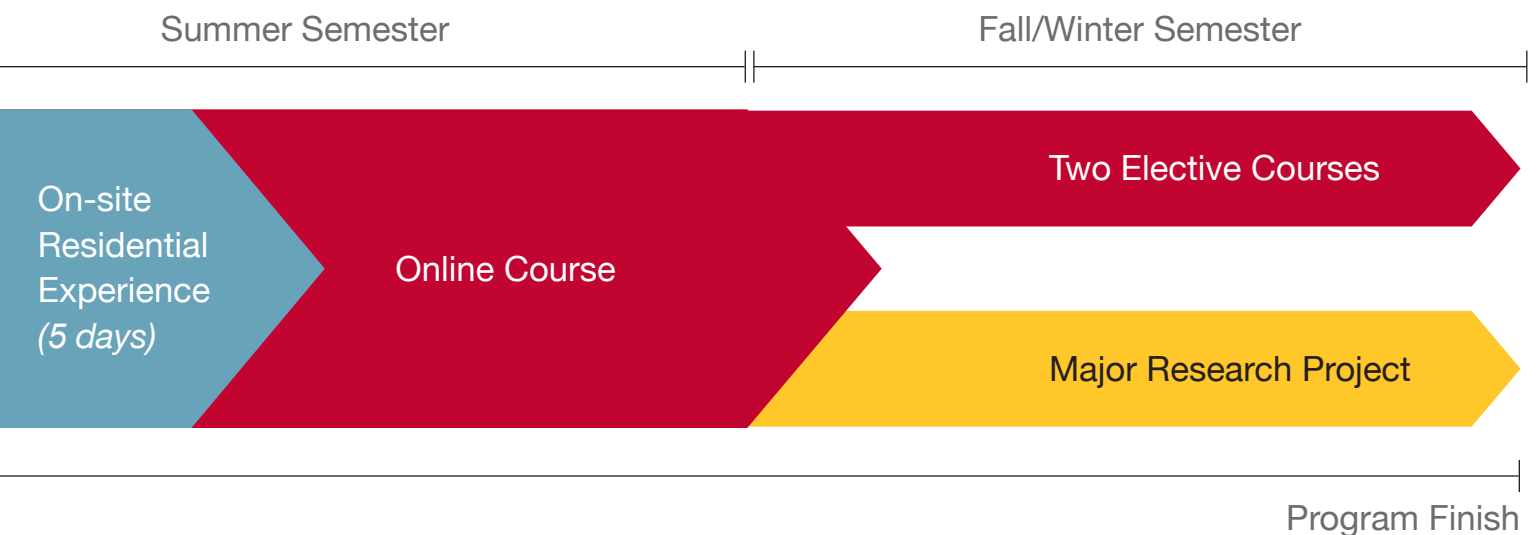
*Your Master of Arts in Leadership degree starts with an on-site residential experience where you complete a brief, intensive, in-class course. This cohort experience helps to develop strong connections with your peers that expand your business network and last a lifetime!*

## HERE'S A QUICK RUNDOWN:



After your first residential week you will begin your online courses. These courses involve real world case studies, simulations and cohort experiences – it's not all about the textbook. Our goal is to empower and enable you to apply what you learn directly to your career.


Following a second residential experience and an additional online core course, you will complete a major research project that investigates a leadership problem or issue and adds a professional, referenced report to your portfolio. Alternatively, you have the option to take two elective courses.



## Admission Requirements

- A four-year undergraduate degree or its equivalent (from a recognized university or college) with a minimum average of B- (70-72%) in the last two years of study and a minimum of three years relevant work experience.
- Alternate admission may be offered to those with a three-year general degree, diploma and/or an acceptable professional designation with a minimum average of B- (70-72%) in the last two years of study, and at least five years of relevant work experience showing progressive increases in responsibility.

# On-site Experiences & Online Learning



*It can be difficult to find time in your busy schedule to complete a 100% on-campus program, while online-only programs don't allow for a fully transformational experience. Lang's Masters in Leadership program gives you the*

*flexibility to complete course content on your own schedule (via online learning) as well as benefit from the face-to-face interactions with your fellow peers and faculty during the on-site residential experiences.*

## On-Site Learning

The week-long on-site residential experiences provide a career-defining opportunity for you to learn from faculty who have significant industry experience and have developed game-changing research. Just as important, you will tackle your coursework with your peers who are in diverse and complementary industries.

This collaborative process is crucial to our learning approach as you will learn new strategies and skills relevant to your career and form personal bonds with your classmates and faculty.

## Online Learning

We believe in asynchronous learning so you can work on the course material at your own pace while still fulfilling your career and personal obligations. You can expect to commit 20-25 hours each week during the online courses.



# Learning Beyond the Classroom

*During residential experiences, the physical classroom extends to unique environments that test your leadership strengths and capabilities. The bond you strike with your fellow classmates lasts a lifetime!*

## Team building opportunities often include:

- Rock climbing
- Painting the famous U of G cannon
- Meditation
- Scavenger hunts
- Enjoying Canada's #1 ranked campus food





**ALTHOUGH I HAVE ACHIEVED NUMEROUS DESIGNATIONS  
THROUGHOUT MY CAREER, LANG'S LEADERSHIP  
PROGRAM COMPLEMENTED MY TECHNICAL-BASED  
DEGREE TO ACHIEVE MY CAREER ASPIRATIONS.**

**Jillian Harvey, MA Leadership Candidate**  
Mentor, traveler, agri-food professional

# Becoming a Better Leader

*You do not become a better leader simply by reading a textbook, attending conferences or writing papers. The program provides a relevant, collaborative and immersive learning experience that goes beyond the textbook. You benefit from faculty who are industry experts and highly engaged in your development as well like-minded peers who are on a similar journey.*

## Leadership self-assessment

Throughout your journey you examine your own leadership style and ability. This self-reflection enables you to better identify strategies and concepts that empower your own brand of leadership, transforming you into a more confident and resilient leader. We believe in changing perspectives to help you become a catalyst for transformation.

## Every industry needs leaders

*Lang's Masters in Leadership program attracts students from a wide variety of industries, professions and career levels. By becoming a masters level leader, you learn to be a more resilient, confident and effective leader in your organization.*

### What you learn in the program:

- Enhanced interpersonal, team management and collaborative skills.
- A deeper and broader knowledge of the requirements, responsibilities, and impact of effective leadership.
- Enhanced ability to communicate, manage people and tasks, and mobilize innovation.
- Better understanding of human biases, creativity, ethical standards, risk and uncertainty in decision-making.
- Effective use of quantitative and qualitative research techniques to harness evidence-based leadership practices.
- How to use digital platforms to learn modern leadership and organizational behaviour skills.

# Human Resource Professionals

*Engaging with employees and creating organizational change is an integral part of every HR professional's career. Whether leading a company through restructuring or finding the right talent for a niche role, HR departments need strong and competent leaders.*

## The Lang Advantage

- Develop an ongoing awareness of your interpersonal skills and how to enhance your leadership capacity.
- You will be challenged to further strengthen your own leadership competencies and explore how to leverage the tools and resources for the development of others.

## Research with impact



**MY RESEARCH IS FOCUSED ON HOW TEAMS' FUNCTION. YOU COULD SAY BROADLY ENOUGH THAT I AM INTERESTED IN WHY ONE TEAM PERFORMS BETTER THAN ANOTHER. WHAT ARE THE BEHAVIOURS THAT A PROJECT MANAGER SHOWS WHICH CAUSES A TEAM TO SUCCEED?**

**Professor Davar Rezania**





**THE ONLINE COMPONENT OF THE PROGRAM MADE IT ACCESSIBLE ANYWHERE AND ANYTIME. IT'S UNLIKE ANY OTHER ONLINE PROGRAM BECAUSE I KNOW THE PERSON THAT I AM CORRESPONDING WITH.**

**Uyen Nguyen, MA '18**  
HR Specialist, Toyota Motor Manufacturing Canada

# Educators

*Educators have an important responsibility to develop individuals as they embark on a new chapter in their careers. Whether online or in a classroom, they help people realize their full potential.*

## The Lang Advantage

- Integrate your knowledge and skills relating to evidence-based management and hone your ability to critically evaluate evidence.

## Discover your passion



**THE PERSONAL ASSESSMENT COURSE IS REALLY ABOUT DIGGING DEEP AND REFLECTING ON YOUR PERSONALITY AND HOW YOU RELATE AND WORK WITH OTHERS. IT WAS SUCH AN AMAZING OPPORTUNITY TO GET INSIGHTS INTO YOUR OWN LEARNING JOURNEY.**

**Angela Marshall, MA '19**  
Teacher, lifelong learner,  
yoga enthusiast



# Health Care Professionals

*The state of our health care industry is important to every Canadian. Strong leadership is crucial to its continual development and improvement.*

## The Lang Advantage

- Analyze a critical leadership issue that you and your organization are currently facing and examine all the possible courses of action (and their outcomes) that you might take.
- Identify and assess the various bases of power and influence within your organization and explore political strategies to accomplish objectives in the workplace.

## Gain applicable skills



**ONE OF THE THINGS I REALLY APPRECIATED ABOUT THE PROGRAM WAS THAT EVERYTHING I TOOK WAS RELEVANT. I COULD APPLY COURSE CONTENT TO HELP MY ORGANIZATION AND CAREER.**

**Elaine Shantz, '10 MA**  
CEO, Fairview and  
Parkwood Mennonite Communities



# Public Sector & Government Employees

*Working with scarce resources requires responsible and forward-thinking leaders. Professionals working in not-for-profit or government organizations benefit from learning with others and gaining perspectives on how to lead through change.*

## The Lang Advantage

- Gain strategic decision-making skills that can be applied to a wide range of industries.
- Enhance your influence, conflict management and negotiation skills.

### Thrive though challenging times



**THE COURSES GAVE ME VITAL INFORMATION TO HELP MY ORGANIZATION THRIVE DURING DIFFICULT TIMES. SPECIFICALLY, THE DECISION- MAKING AND CHANGE-MANAGEMENT COURSES HELPED ME LEAD MY TEAM TO SUCCESS.**

**Colleen Sim**  
MA in Leadership alumna  
Operations Manager  
Bluewater Bridge





# MARITIME HALL



**WORKING WHILE ATTENDING SCHOOL ALLOWS FOR INSTANT INTEGRATION BETWEEN LEARNING AND DOING. I WAS ABLE TO USE CONCEPTS FROM THE COURSES IN MY JOB IMMEDIATELY.**

**Leanne Piper, MA '15**  
Councillor, City of Guelph

# Public Safety Professionals

*When the safety and security of others is on the line, effective leadership can have a lifelong impact on those around you. Students explore the historical underlying causes of key organizational decisions and what implications there are for evidence-based decision making in the future.*

## The Lang Advantage

- Obtain a deeper understanding of professionalism and ethical practice

## Gain diverse perspectives



THE MA IN LEADERSHIP PROGRAM INSTILLS IN LEADERS THE IMPORTANCE OF MAKING EVIDENCE-BASED DECISIONS. I HAVE FOUND THIS METHOD HAS BEEN EXTREMELY BENEFICIAL IN CONVINCING BOARDS AND OTHER OVERSIGHT BODIES THAT DECISIONS NEED TO BE BASED ON EMPIRICAL EVIDENCE.

**Bryan MacCulloch, MA '14**  
Chief of the Niagara Regional Police Service



# Business Professionals

*To achieve success in business requires leaders who understand how to inspire others to work towards a common financial and organizational goal. Effective leaders need to understand their own strengths and weaknesses to inspire change.*

## The Lang Advantage

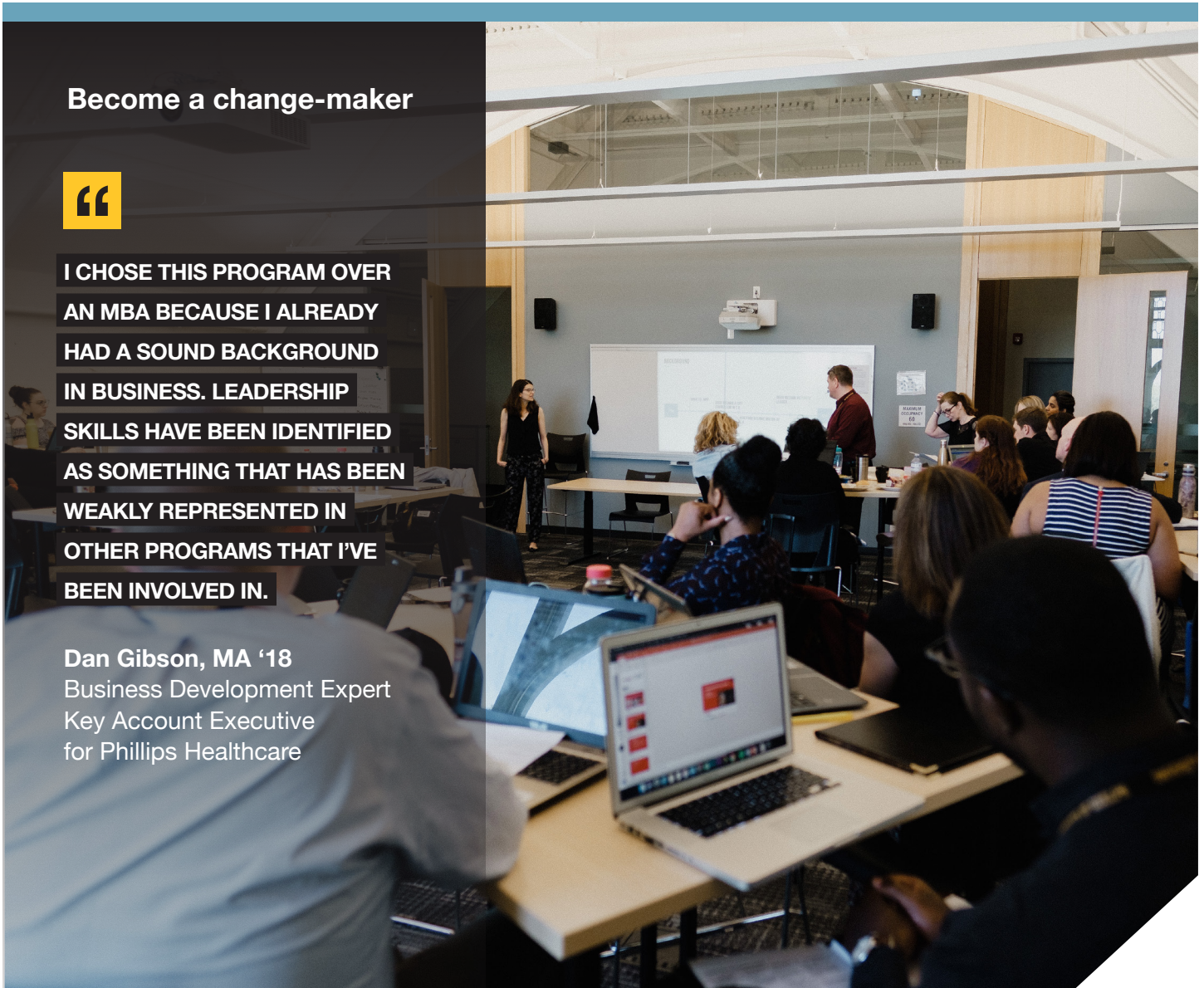
- Analyze your organization, with the purpose of launching a change and propose strategies for effectively implementing or managing this change.

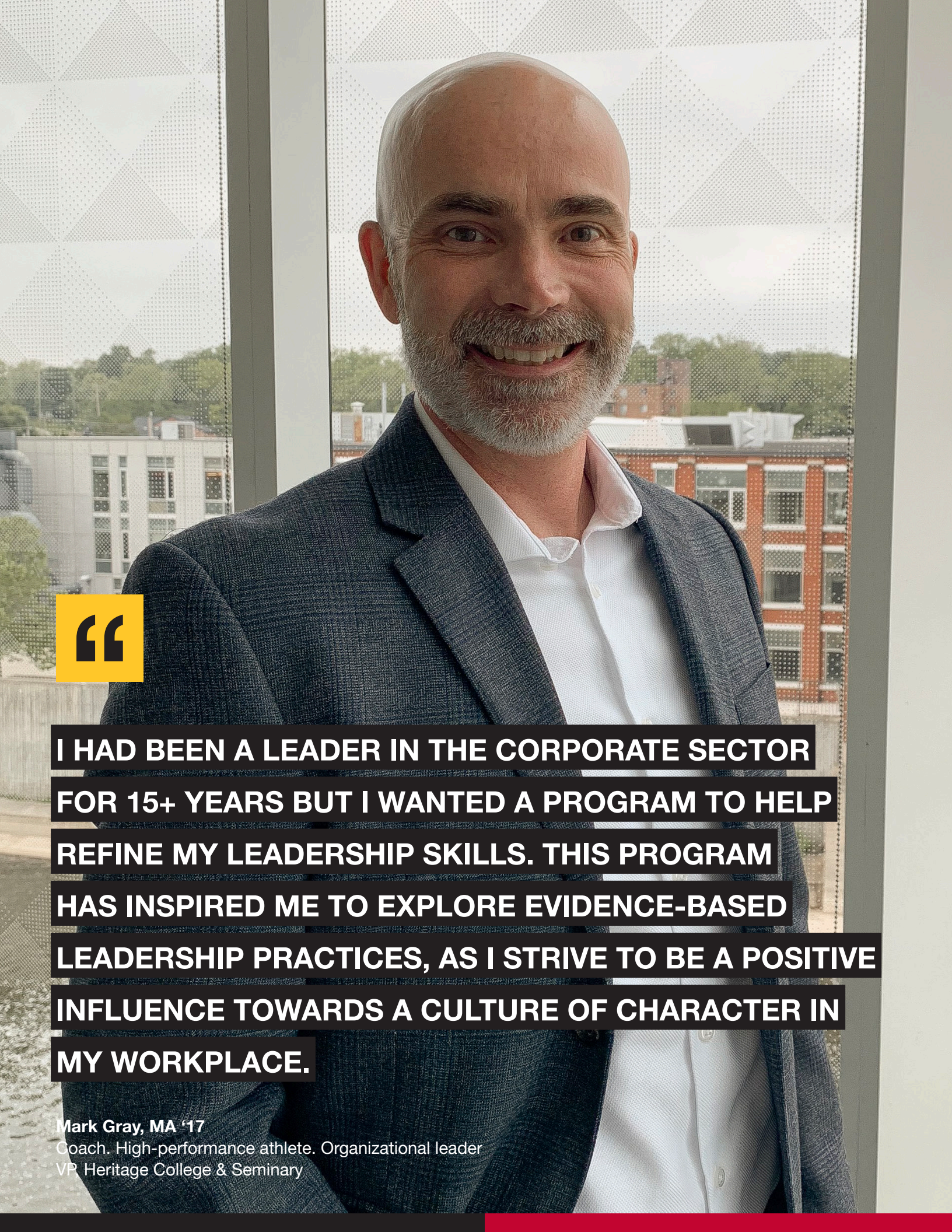
### Become a change-maker



**I CHOSE THIS PROGRAM OVER AN MBA BECAUSE I ALREADY HAD A SOUND BACKGROUND IN BUSINESS. LEADERSHIP SKILLS HAVE BEEN IDENTIFIED AS SOMETHING THAT HAS BEEN WEAKLY REPRESENTED IN OTHER PROGRAMS THAT I'VE BEEN INVOLVED IN.**

**Dan Gibson, MA '18**  
Business Development Expert  
Key Account Executive  
for Phillips Healthcare





**I HAD BEEN A LEADER IN THE CORPORATE SECTOR FOR 15+ YEARS BUT I WANTED A PROGRAM TO HELP REFINE MY LEADERSHIP SKILLS. THIS PROGRAM HAS INSPIRED ME TO EXPLORE EVIDENCE-BASED LEADERSHIP PRACTICES, AS I STRIVE TO BE A POSITIVE INFLUENCE TOWARDS A CULTURE OF CHARACTER IN MY WORKPLACE.**

**Mark Gray, MA '17**  
Coach. High-performance athlete. Organizational leader  
VP Heritage College & Seminary

# Gaining Perspectives

*Creating positive organizational change does not happen in seclusion. You find yourself tackling complex problems in leadership alongside professionals from a diverse range of industries; allowing you to gain valuable insights into your own leadership styles and abilities. Imagine a finance professional, a health care practitioner and an HR leader working together, each sharing their own leadership styles and abilities. This collaborative approach often results in transformative moments for our students.*

## A transformational experience



**I WORKED ON A PAPER WITH ONE INDIVIDUAL WHO WAS IN LAW ENFORCEMENT. THERE WAS A MAGIC THAT HAPPENED WHEN WE WORKED TOGETHER BECAUSE WE EACH BROUGHT DIFFERENT PERSPECTIVES THAT WE WOULDN'T HAVE HAD OTHERWISE.**

**Andru McAllister, MA '15**  
Regional VP, Field Sales  
RBC Insurance Services Inc.



# Flexible Program Options

*In Lang's Master of Arts in Leadership program, you have multiple ways of completing your degree.*

## Complete the coursework-only option

By selecting this option you will complete two additional leadership courses from our renowned leadership faculty. Choose two of the following elective courses\*:

- Readings in Leadership
- Coaching and Developing Others
- Canadian Business Law: Addressing Legal Issues in Organizations

## Complete the Major Research Project option

By selecting this option, you complete a comprehensive research paper, which includes both primary and secondary research, into a particular topic of your choosing. You will work with your faculty supervisor to identify a topic, methodology, theoretical framework and literature. Students will often focus their research project on their profession, industry or organization, allowing them to use their scholarly research report to boost their professional development.



*\*course list and topics are subject to change. Consult with our admissions team for the most up-to-date course offerings.*

# Learn from the Leaders

*Lang’s renowned faculty in leadership, organizational behaviour and management will guide you through skills and tools you need to become a better, more holistic leader. Our faculty publish impactful research in top journals and are frequently sought after by media as experts in their field.*



**Michele Bowring**  
Expertise in leadership, gender, sexuality and diversity in the workplace



**Nita Chhizer**  
Expertise in strategic human resource management, ethics and downsizing



**Rumina Dhalla**  
Expertise in organizational identity, image and reputation



**Jamie Gruman**  
Expertise in positive psychology and occupational health and well-being



**Sean Lyons**  
Expertise in inter-generational differences, workplace dynamics and management



**Sara Mann**  
Expertise in human resource management



**Bruce McAdams**  
Expertise in sustainability, management and leadership



**Agnes Zdaniuk**  
Expertise in fairness and unfairness in organizations

*\*Faculty teaching availability changes each semester. Contact our admissions team for the most up-to-date faculty listing.*

# Ready to take the next steps?

UNIVERSITY  
of GUELPH

- 1/ Visit [uoguelph.ca/executiveprograms](http://uoguelph.ca/executiveprograms) to learn more about the program
- 2/ Book a 1:1 appointment with a member of our team
- 3/ Attend an Information Session or Open House and hear from alumni and faculty
- 4/ Apply online through OUAC
- 5/ Upload your documents to WebAdvisor
- 6/ Accept your offer and become a Gryphon!

## Program Details

**Application Deadline Date:** November 18, 2022 for May 2023 start

**Program Start Date:** May 2023

**Location for on-site residential experience:** University of Guelph campus

**Fees\*:** Canadian Citizens and Permanent Residents: \$40,607 | International Students: \$52,212

*\*subject to University of Guelph's Board of Governors approval. The University may adjust fees at any time with limited notice.*



### Gordon S. Lang School of Business and Economics

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