

MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT

PREPARING PROFESSIONALS IN THE ART AND SCIENCE OF STRATEGIC CHANGE

PEPPERDINE UNIVERSITY
Graziadio School of Business and Management





Be a Positive Force in Your World

The landscape of leading organizations is changing. Global, economic, environmental, technical, and ethical factors redefine the way we work. What's more, professionals like you are being asked to contribute more broadly – not just to the success of a business, but also to the success of our society. Our Master of Science in Organization Development (MSOD) can help prepare you to lead these changes and make your organization more sustainable and productive.

Leading change is both an art and a science. Through this master's program, you'll discover the art of your own leadership style as well as the science behind how organizations work and what influences change at every level. You'll also learn the skills and mindset of an organization development practitioner from world-class faculty teaching the most respected and pioneering OD program in the nation.

We believe the best decisions are values-based, so as a result, we live our own values by offering a degree program that leverages technology to reduce our carbon footprint and encourages stewardship of people, planet, and profit through meaningful service learning projects. Our faculty, staff, students, and alumni are passionate about our ability to be a positive force in the world. I hope you'll join us.

Sincerely,



Linda A. Livingstone

Dean

Graziadio School of Business and Management



The Pepperdine Advantage



"Like Lewis and Clark, the MSOD student will lead an expedition into unknown territory—the organization of the future and its service to mankind."

Pat Williams
MSOD Founder

The M.S. in Organization Development (MSOD) program at Pepperdine University features six high-impact, face-to-face sessions supported by online coursework. In three international field experiences students participate in real-time projects with expert faculty and alumni mentors. The program culminates with an integrative face-to-face session with leading OD scholars and practitioners. The program, highly regarded as one of the top OD programs in the world, attracts students from across the globe.

As an MSOD student, you'll benefit from a program that offers:

Access to relevant change management practices

Learn the latest in how to drive organization change that incorporates sustainability, globalization, agility, complexity theory, and advancements in neuroscience. Then learn how to apply strategies and best practices based on these concepts to improve business performance and organization effectiveness.

Personal interaction with world-class OD faculty

Collaborate with world-class faculty and thought leaders who lead in the organization development field as both practitioners and researchers. They have real-life experience from leading successful change in a broad range of multinational Fortune 500 companies and organizations. They speak to you directly from their professional experience.

A global perspective through international trips

Whether you work for a multinational company or an organization with international trading partners, globalization is a way of life. Deepen your global competencies by working and interacting with local professionals in three international sessions as part of your MSOD program.

An emphasis on fieldwork to apply knowledge

Some programs offer internships. Pepperdine students work directly in the field to gain invaluable hands-on experience both domestically and abroad. In three practicum sessions, students conduct fieldwork with real organizations and managers. Faculty and experienced alumni work with student teams and challenge them to take their practice to a higher level.

An active network of fellow OD professionals

Through cohorts and team projects, Pepperdine students build a strong network of OD colleagues that endures long after graduation. Today, more than 1,200 MSOD alumni distinguish themselves as agents of positive change in organizations around the world. A biennial alumni conference provides a unique opportunity to strengthen relationships, enjoy the benefits of special MSOD community of like-minded professionals, and share best practices. All serve to make organizations more productive and the world a better place.



Working on a project with a group of women leaders from the Costa Rica Humanitarian Foundation

Redefining Organization Development Education

Pepperdine University's MSOD program is the result of more than 35 years of experience in educating change practitioners. And while the focus of the program remains on the development of both the organization and the individual, our curriculum also reflects new changes in the OD profession including the growing importance of globalization, sustainability, and technology for greater, more responsible business performance.

Our program now incorporates a combination of face-to-face intensives, in-the-field practicums, and online learning courses to better prepare you to address the complexity of today's workplace.

MSOD Learning Framework

Foundation courses provide fundamental principles, theories, and concepts in organization design and development. These courses are offered online, providing you with more flexibility in how and where you study. Always included is the collaboration with fellow students and with faculty.

Intensives are face-to-face learning experiences that offer a deeper emergence in the skills and knowledge required to be an effective OD practitioner. Intensive 1 provides you with the opportunity to develop yourself as an instrument of change. The second intensive focuses on consulting skills, team development and examines how to effect change on an organization level.

Practicums provide you with real-world field experience working with professionals from different cultures and backgrounds. You will apply knowledge from the foundations courses and skills developed in the intensives in real-time interaction with clients guided by faculty and alumni mentors. Fieldwork is currently offered in three continents with a wide range of business and industries, nonprofit organizations, for profit businesses, and government agencies. Please see the insert for examples of current practicum projects.

An **Applied Research Project** allows you to integrate and apply the knowledge gained throughout your MSOD program by pursuing research specific to your organization and your interests.

The **Practice Portfolio** completed by the end of the program documents your development and accomplishments as an OD practitioner.



"The MSOD program was truly life-changing. I was both supported and challenged to grow personally in ways that I never thought possible. Professionally, I grew in my confidence, experience and ability to lead others. I was even promoted to a new role while in the program, which I believe was a direct result of what I was learning in class."

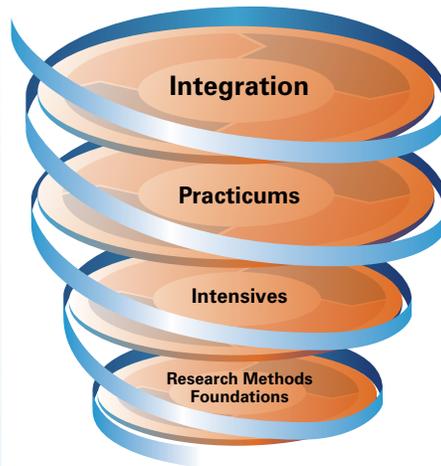
Jodi Krause

MSOD 2006

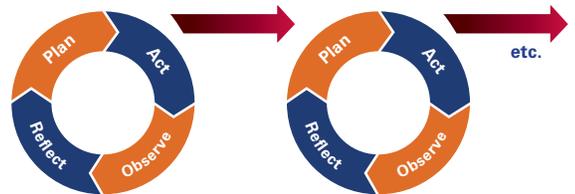
*Director of Organization Development,
Cisco Systems*

Jodi Krause, Director of Council and Board Effectiveness in Cisco's Corporate Positioning organization, leads a team that is accelerating the expertise, capability and results of Cisco's Councils and Board structure through a repeatable model that combines process, technology and culture. Prior to this role, Jodi led the Organization & Leadership Development for Cisco's Product Development organization of 22,000 employees located in more than 100 countries.

The MSOD Program's Unique Curriculum



The MSOD program prepares leaders in the art and science of strategic change through a combination of face-to-face intensives, in-the-field practicums, and online learning courses.



Returning from a day assessing industry trends in Lyon, France

Foundation Courses

Foundations and Orientation to Organization Development

Foundations of Organization Theory and Consulting

Foundations of Culture and Globalization

Foundations of Large Systems

Foundations of Collaboration

- Master the concepts and theories of organization development
- Understand the principles and values of a positive change effort
- Gain insights into the impact of globalization and culture on today's organizations
- Develop skills in managing complexity and achieving high performance in larger organizations
- Develop strategies for effective collaboration across multiple organizations

Intensives

Individual Development and Change

Small Systems Assessment and Change

- Develop the skills and knowledge of the self as an instrument of change
- Create a process to foster ongoing self-awareness and insight
- Explore group and intergroup dynamics
- Strengthen skills in team development and conflict resolution
- Enhance consulting skills

Practicums

OD Practitioner as Global Citizen

International OD and Large-Scale Systems Change

Transorganization Systems and Strategies

- Understand the implications of being a global citizen
- Gain experience in conducting research in a global context
- Explore planned change interventions in multi-organizational systems
- Develop total system and network-oriented change strategies
- Apply organization development concepts to sustainability issues

Applied Research Project

Action Research and Evaluation Methods in Organization Development

- Articulate your own perspective and research on organization development
- Explore the concepts and methods of applied and action research
- Design and implement an applied research project

Integration and Future of Organization Development

- Explore the issues shaping the future of organizations
- Participate with MSOD alumni and organization leaders in a knowledge sharing conference



The MSOD program experience takes place in a global classroom



“Pepperdine graduates earn much more than a credential. They emerge from the program with a life mission to build capacity and strengthen others while living a life they personally can be proud of and enjoy. The MSOD program produces mission-oriented professionals who believe they can play a part through their work in crafting a better world.”

Grant Oliphant

MSOD 2006

*President and CEO,
The Pittsburgh Foundation*

Grant Oliphant leads one of the largest and oldest community foundations in the United States. Prior to joining The Pittsburgh Foundation, he served as Vice President of Programs and Planning for The Heinz Foundation, one of the nation’s leading private family foundations.

Real Issues in Global Settings



"We're the only OD program to have this kind of access. Our students get inside organizations, work with their managers, study the issues, and then help them make decisions. They provide the guidance and coaching around critical change issues."

Dr. Christopher G. Worley

Dr. Worley is a professor of Management at the Graziadio School and a senior research scientist at the Center for Effective Organizations at the University of Southern California. He is the co-author of *Built to Change and Management Reset*.

Practicing organization development in today's world requires a deep understanding of different cultures, and how those differences impact organizational life. We believe the best way to do this is by taking the classroom outside of the U.S. and allowing you to experience and observe first-hand how work is done in cultures worldwide. You will also gain experience working within teams that may be located in different countries and time zones.

As a result, our program is the only graduate OD program in the world in which three out of six face-to-face courses are held in international locations. Your learning experiences go beyond simple simulations or company visits; under faculty supervision you will work directly with local managers in real settings on real issues. And as organizations become increasingly global and cross-cultural, you will be better prepared to help organizations develop their international capabilities.



MSOD students in Costa Rica at our partner school INCAE



Consulting in China



Learning how to collaborate as an effective team

A Case Study: Building a Network for Change in Beijing

Each year the MSOD program visits China as part of the international curriculum. In keeping with the program's broader social mission, Pepperdine faculty and students have sought out meaningful ways to address the country's growing environmental challenges – in particular, a severe water crisis resulting from nearly a decade of drought and pollution.

In 2006, the MSOD program entered into a unique partnership with the Chinese Association for Non-Governmental Organizations (CANGO) to convene a network among business, government, non-government, and educational institutions to raise awareness and develop strategies for water conservation and quality. Two years later, MSOD students helped launch the first of three annual conferences to increase awareness of water issues, share key learnings, and develop actionable recommendations.

From the original conference attendance of 47 stakeholders, the third conference grew to more than 100 organizations including two government groups, 20 academic institutions, and more than 50 NGOs. As part of the third conference, stakeholders also presented projects for seed money sponsored by the conference coalition to help further support positive change.

The conferences generated a number of important outcomes, including other conferences organized by the members of the water network and involving even greater numbers of government agencies, new and larger locally organized projects aimed at increasing conservation behaviors and raising awareness of water issues, and increased capacity in the NGOs and government agencies to address complex problems. For example, in working with MSOD students, CANGO's capabilities have expanded. First, the water conferences extended CANGO's awareness and knowledge of water issues where they are now able to lead more aggressively in this critical area. Second, CANGO has expanded their capacity, methods, and experience in organizing large group interacts with diverse stakeholders. They have acquired more tools and processes along with actual experience in handling such events. Third, CANGO has learned a new way of implementing their leadership role through the establishment of a steering committee-like structure composed of NGOs who design, organize, and improve their own networks.

MSOD faculty and students continue to consult with CANGO and other stakeholders to advance water issues in Beijing. The unique collaboration provides MSOD students with important practical insights into developing networks and building capacity into organizations implementing complex environmental change. Such experiences challenge and inspire MSOD students in leading change.



Leading in the Virtual World

Globalization has changed the face of the workplace, requiring more and more professionals to collaborate and communicate online. Through MSOD's online learning environment, you have the opportunity to develop your skills and knowledge to lead virtual teams and leverage online and multimedia tools such as podcasts, threaded discussions, and social media networks. You will participate in both asynchronous and synchronous learning, providing more flexibility in your schedule.

These online experiences also serve to connect you with peers and faculty in-between program sessions and throughout your learning journey. By the final practicum, you will be well-versed in leading virtual project teams.

A Collaborative and Engaged Network of Practitioners

Program at a Glance

Campuses:

Southern and Northern California along with international sessions

Online Learning:

Foundation Courses

Fieldwork Experience Locations:

Europeans, Central America, Asia

Schedule:

Duration: The MSOD Program enrollment encompasses six face-to-face residencies scheduled over 21 months and a final three-month period to complete the thesis requirement.



Each MSOD class is limited to a cohort of approximately 32 professionals to provide a personal and engaging learning experience that emphasizes accountability, communication, and fellowship. The creation of this learning community of students from around the world is fundamental to the MSOD experience.

With a base of more than 1,200 alumni, the MSOD alumni network is a preeminent group of practitioners spanning a broad range of specialties and working in a wide variety of industries in business, nonprofits and non-governmental organizations. Alumni regularly meet at a biennial conference to interact with and exchange insights with OD leaders to enrich their work and best practices. There are also several active regional groups where MSOD alumni meet face-to-face for learning and networking.

What MSOD Alumni Say

A recent survey of alumni found:

- 93 percent believed that the program added value to their organizations or clients
- 91 percent would recommend the program to others

MSOD Organizations

The following is an abbreviated list of organizations that employ MSOD students and alumni:

Adobe Systems Inc.	Google	Raytheon
Allstate Insurance	Habitat for Humanity	Right Management Consulting
American Airlines	Healthways	Schlumberger Technologies
Apple	Hewlett Packard	Sony Corporation
Bearing Point	Home Depot	State Farm Insurance
Boeing	Honeywell	Toyota
British Petroleum	Intel Corporation	United States Air Force
Chevron	Kaiser Permanente	Universal Studios Hollywood
Cisco Systems	Kimberly-Clark	Volvo
Delta Airlines	KMPV	The Walt Disney Company
Deloitte Consulting	Lockheed Martin	Warner Brothers
Ericsson	Microsoft	Wells Fargo
Ernst & Young	MTV	The World Bank
Federal Reserve Bank	Nintendo	
Gates Foundation	Panasonic Avionics	

Join Us in Making a Difference

The MSOD program is designed for working professionals who desire to pursue organization development as a relevant and strategic contributor in organizational life. To learn more about the Master of Science in Organization Development, including admission and tuition information, please visit bschool.pepperdine.edu/programs/masters-organization-development or contact us at:

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