

Online MS in Management and Leadership

Admission Requirements for the Online Master of Science in Management and Leadership (MSML)

1. A completed online Application for Admission with a specified essay, resume and the nonrefundable application fee must be submitted electronically to the Graziadio School Admission Office.
2. An official transcript with your posted baccalaureate degree must be provided. All transcripts reflecting in-progress and/or completed coursework toward your undergraduate degree(s) must be submitted to the Graziadio School Admission Office. The official transcript(s) must be issued by the school Registrar(s) and provided in a sealed envelope. If you have not completed your baccalaureate degree at the time of application, submit a current transcript.
3. A minimum of five years of organizational experience is recommended
4. A personal interview is required. The interview will be conducted by an MSML program representative. The Admission Committee may require a second interview to be conducted by an MSML faculty member.
5. An essay written in the presence of a Graziadio School staff or faculty member is required for our international applicants.
6. The Graziadio School reserves the right to require an applicant to attain an acceptable score on either the Miller Analogies Test (MAT), the Graduate Management Admission Test (GMAT), or the Graduate Record Examination (GRE).
7. Applicants who completed work outside of the United States or are not United States citizens/permanent residents must also meet the international student admission requirements listed in the [Admission Information](#) section of the catalog.

Notification of Admission

The Admission Office will inform the applicant of the status of the application. It is the applicant's responsibility to provide all required admission documents by published deadlines.

Admission to Pepperdine University will not be considered final until the admission file is complete even when acceptance to the program may allow a 45 day enrollment as an unclassified student. Students will not be allowed to continue beyond the first term until all

Addendum to the 2018-19 Graziadio School of Business Academic Catalog, effective April 26, 2019

official documents have been received. Credits earned while on unclassified status do not guarantee student's admission. Admission will be confirmed by a letter from the associate dean.

Master of Science in Management and Leadership

The Master of Science in Management and Leadership (MSML) degree provides a graduate academic learning experience designed to develop managerial and leadership skills within a values-centered framework. The degree program provides an opportunity for functional and technical specialists to acquire knowledge and develop competencies to allow for successful transition to effective front-line supervisors, functional managers, and team leaders in 21st century organizations. In addition to understanding and applying contemporary management and leadership theories, students also will create a personal development plan, receive individual leadership coaching, complete a service-leadership project in the community, and undertake an applied consulting project in a client organization.

Four learning objectives are central to the MSML curriculum:

- Increase self-awareness and personal understanding.
- Develop strong working knowledge of managerial and leadership capabilities in a values-centered framework.
- Develop competency in managing people and teams within public and private organizations.
- Increase multicultural competencies.

This 36-unit program, which may be completed in as few as three trimesters, utilizes a leadership and systems theory orientation to the expansion of management and leadership capacities. Concepts from organization theory and the behavioral sciences—such as enhanced self-awareness, group dynamics, organization and work design, and culture—provide the foundation for the development of advanced knowledge and skills, including improved managerial and leadership influence and impact and multicultural competency. Emphasis is placed on the application of these concepts to current issues facing organizational managers, such as increasing influence, alignment, conflict management, systems thinking, team, productivity improvement, and overall organizational performance.

Students can expect to participate in regularly scheduled, live, synchronous instruction coupled with asynchronous components. The program has two residency immersions where students will come together in-person for an integrative learning experience. The first immersion is a weekend workshop comprised of two 1-unit courses (BSCI 650 and OTMT 650) that helps socialize incoming students to our unique collaborative learning environment. Through the experiential nature of the workshops students learn how to build cohesive learning teams and explore the dynamics of interpersonal communication, personal ethics and values, and team

Addendum to the 2018-19 Graziadio School of Business Academic Catalog, effective April 26, 2019

development. A collaborative learning environment is formed among the students as they complete strategic learning contracts and form anchor groups. In the second immersion, systems learning is used to revisit the learning plans and implement the Education-to-Community (E2C) Consultative Capstone Project.

Standards and Measurements of Achievement for MSML Students

Satisfactory completion of 36 units of course work is necessary for graduation. While it is expected that course work will be completed by the fourth trimester, students may take a more flexible schedule. Degree work in the MSML program must be completed within three calendar years from the date on which the student begins work at Pepperdine University. In rare cases, the associate dean may grant a limited extension of time to complete the degree. Standards of achievement and methods of assessing student performance in each course are delineated in each course syllabus at the outset of the academic term. Through the duration of the MSML Program, a minimum overall grade point average (GPA) of 3.0 is required to maintain satisfactory academic standing. Each course in the MSML curriculum must be passed with a grade of “C-” or better. A course in which a grade lower than “C-” was earned must be retaken and completed with a passing grade. A course may only be repeated once, and in all cases, both grades will remain on the student’s transcript and be factored into the cumulative GPA.

Student academic performance is monitored by the Academic Program Office at the end of each term, and any student falling below the 3.0 GPA minimum is subject to academic probation. Students placed on academic probation will be notified in writing and informed of the conditions applicable to the probationary status. Among these conditions is a reduction in academic unit load, limiting enrollment to four (4) units of MSML coursework per trimester for the duration of the probationary period. The probationary status will not be cleared until the student has reached the minimum cumulative GPA of 3.0.

Students who fail to regain good standing within the time frame specified in the initial notification of probation will be subject to dismissal from the MSML Program. Other circumstances that may lead to dismissal include:

- Cumulative GPA falling below 3.0 at any point in the Program
- Earning any grade **lower than a “B”** while on academic probation
- Earning a grade **lower than a “B-” in more than two courses** within the Program
- Earning a grade **lower than “D” in any course**

In addition, a student may be counseled to withdraw or be dismissed from the program for reasons beyond those related to academic achievement. This may occur in cases where the

Addendum to the 2018-19 Graziadio School of Business Academic Catalog, effective April 26, 2019

program faculty have determined that a student’s conduct, disposition, and/or potential are incompatible with the values and objectives of the program.

Pathways to MSML

Students who have completed the Bachelor of Science in Management program and who meet the eligibility criteria outlined below may waive up to 5 units of MSML coursework and complete the MSML program with as few as 31 units. To be considered eligible, students must submit an application for the Pathways to MSML and have completed the BSM Program with a minimum cumulative GPA of 3.0.

Students who earned a grade of “B” or higher in the equivalent BSM course would be able to waive up to 5 units of MSML coursework as follows:

- BSCI 650 Personal and Leadership Development Workshop (1)
- BSCI 651 Behavior in Organizations (4)

An expedited path to the MSML degree is also available to MBA students or graduates. Up to 5 units of MSML coursework may be waived for students who earned a grade of “B” or higher in the following FEMBA course:

- BSCI 650 Personal and Leadership Development Workshop (1)
- BSCI 651 Behavior in Organizations (4)

Students may elect to waive an additional 12 units from the elective requirements if the Leadership and Managing Organizational Change concentration is selected.

3-Term Curriculum Sequence

Based on course scheduling and availability, students may complete the program over additional terms by completing fewer units per term.

Trimester I
BSCI 651 Behavior in Organizations (4)
BSCI 650 Personal and Leadership Development Workshop (1)
OTMT 650 Leadership and Self (1)
OTMT 678 Managerial Creativity and Innovation for Leadership (4)
OTMT 681 Leading Cross Cultural and Virtual Teams (4)

Addendum to the 2018-19 Graziadio School of Business Academic Catalog, effective April 26, 2019

Trimester II
OTMT 676 Talent Management (4)
OTMT 672 Organizational Dynamics and Managing Change (4)
OTMT 682 Designing and Leading Organizations for Sustainable Effectiveness (4)
Trimester III
Law 5405 Psychology of Conflict Communication (2)
OTMT 679 Management and Leadership Capstone (2)
OTMT 680 Great Leaders, Great Literature (4)
Elective (2)