



# New England Institute of Business at Cambridge College

## Mission

The mission of New England Institute of Business is to provide high-quality, affordable, and accessible undergraduate and graduate degree programs, as well as professional training, for students interested in careers in business, public administration, information technology, and healthcare.

## Vision

- NEIB will advance its leadership position in higher education by investing in state-of-the-art instructional technology and by diversifying its academic programs to serve students interested in careers in a broader range of industries.
- NEIB will preserve and expand upon its more than a century-old heritage of working closely with organizational partners. Through the provision of differentiated and specialized academic programs, NEIB will assist such partners in meeting their workforce requirements.
- NEIB will continue to steadily increase its student body, evolving toward an institution with several thousand students. This evolution will serve to establish a critical mass of students to sustain NEIB's distinctive educational model of high-quality programs at a highly affordable tuition.
- NEIB will become a model in higher education.

## Values

- We are an institution committed to innovation and to act nimbly to meet business, industry, and public educational needs.
- We are inspired by our heritage and our longstanding commitment to providing our learners affordable, high-quality programs and excellent services.
- We believe in broadening college access for more diverse learners and to support them to degree completion.
- We value integrity and fairness, and we respect the communities we serve.
- We empower others and ourselves to have a positive impact on society, promote open communication, collaboration, and the free exchange of ideas.

## History of New England Institute of Business

New England Institute of Business (formerly New England College of Business and Finance), founded in 1909, is a unique academic institution in that it has historically served the highly specialized educational needs of the banking and financial services industries. Since 1909, NEIB has provided relevant and current curricula to address the skills, training, and knowledge requirements of entry-level employees and middle managers in these industries. To further enhance the highly focused educational needs of banking and financial services, the college operated as a membership organization

where its curricula were directly guided by its industry members. NEIB has evolved into a student-centered graduate degree granting college with an excellent reputation for delivering high-quality, online programs in a variety of disciplines. Many of NEIB's esteemed faculty are industry experts who have taught at NEIB for over two decades. All of NEIB's degree programs are offered in a robust and interactive online format.

On March 13, 2020, Cambridge College acquired the assets of the New England Institute of Business following the unanimous votes of each institution's boards of trustees. This momentous decision brings together two institutions with a combined 150 years serving adult learners pursuing meaningful careers.

Executive Director: Howard Horton

Dean of Academic & Student Affairs: Dr. Donna Viens

## Admissions

### Continuing Education - Non-Degree Seeking Students

Some students prefer to take courses without formally matriculating into a degree program. Continuing Education students who are undecided about matriculating into a degree program should speak with an Enrollment Specialist to ensure the courses they take are eligible for transfer into a degree program at NEIB.

A maximum of two master's level courses may be taken prior to matriculating into a master's program.

Please see *New England Institute of Business at Cambridge College: Tuition & Fees* on page 31 for the per-course tuition. Students interested in Continuing Education should contact the Financial Planning Department at NEIB for additional information.

### Undergraduate Programs

Candidates for admission are encouraged to apply as soon as possible in order to be accepted to a specific program and start date. Applicants interested in matriculating into any undergraduate degree or certificate program must complete the admission process detailed below.

Candidates for admission must have earned a high school diploma or a GED prior to matriculation to NEIB. High school seniors may apply for admission but acceptance before high school graduation is contingent upon the receipt of notification of satisfactory completion of high school requirements or GED.

#### Undergraduate Admission Requirements

For complete undergraduate admission requirements, please see *Admission Requirements and Information New England Institute of Business at Cambridge College* on page 22

#### Transfer of Credit

Official transcripts from originating institutions must arrive in order for students to be awarded transfer credits. If official transcripts are not presented, students must satisfy the course requirements in order to complete their programs. Official college transcripts must be received by NEIB by or on the last day of the first session in order to receive transfer credit. If the student's official college transcript is not received by this deadline, they will not be eligible for transfer credit.

Foreign credentials, with limited exceptions, must be evaluated for US equivalency by a third-party evaluation agency. Please see *Transfer of Credit* on page 48 for more information.

#### Required Placement Assessment or Fundamentals Courses

All undergraduate applicants must take English and Mathematics placement assessments unless they have been approved by NEIB to transfer in college level Math and English courses or their equivalents from a regionally accredited school.

Students who score under 55% on either of these assessments will not be admitted to the College. Students who score between 55% and 74% on either of these assessments will be provisionally accepted and invited to take a fundamentals course, which must be completed with a grade of "C" or higher in order to matriculate into an undergraduate degree program. In the event that a student scores between 70% and 74% on the English placement assessment, the Undergraduate Dean has the discretion to waive the requirement to take the English fundamentals course based on a review of the student's writing sample.

As an alternative to taking placement assessments, students may elect to enroll on a provisionally accepted basis and take fundamental courses, which must be completed with a grade of "C" or higher in order to matriculate into an undergraduate degree program.

In the event a student does not pass the fundamentals course(s), there will be no tuition charged for the fundamentals course. In the event a student passes a fundamentals course, the student will be charged for the course and any materials associated with the course and will be allowed to matriculate into an undergraduate degree program.

If a student needs to take both the English and math fundamentals courses, they need to be taken sequentially. If a student needs to take both fundamentals courses and does not pass the first one, the student will not be allowed to matriculate into an undergraduate degree program. Students must pass both fundamentals courses to matriculate into an undergraduate degree program.

Students are allowed to re-apply for admission in one year and retake the required placement assessment and if required the Fundamental English and/or math courses.

### Graduate Programs

Candidates for admission are encouraged to apply as soon as possible in order to be accepted to a specific program and start date. Applicants interested in matriculating into a graduate program must complete the admission process outlined below.

New students registering in a single course must also complete this one-time application process. No more than two master's level courses can be taken through Continuing Education before matriculating into the master's program. If required, students are conditionally accepted into the master's programs until all prerequisite courses are completed.

#### Graduate Admission Requirements

For complete graduate admission requirements, please see *Admission Requirements and Information New England Institute of Business at Cambridge College* on page 22.

### Transfer of Credit

Official college transcripts indicating students' Bachelor's degrees conferrals must be submitted to the college from the originating institutions. In the case of students receiving graduate transfer credits, official college transcripts from the originating institutions must be received by or on the last day of the first session in order to receive transfer credit. If the student's official college transcript is not received by this deadline, they will not be eligible for transfer credit.

Please see *Transfer of Credit* on page 48 for more information.

## Financial Options: Paying for College

### Tuition and Fees

Please see *New England Institute of Business at Cambridge College: Tuition & Fees* on page 31.

### Financing your Education

See *Paying for Your Education* on page 24

## Course Registration

See *Course Registration* on page 40.

**A Course Drop Request Form** will be electronically sent to you if you submit your notification of withdrawal via email. This form must be completed and returned to the Registrar's Office by the end of the add/drop period for your withdrawal to take effect. The form may also be found through the Student Services link and should be accessed and completed via this portal for all other forms of withdrawal notification.

### Administrative Withdrawal from the College

#### *Undergraduate Courses*

An undergraduate student will also be dismissed from the College under the following conditions:

- Fails either ENG 099 or MAT 099 as the first course in the undergraduate program\*
- Fails all courses in first two sessions \*\*

Prior to administratively withdrawing a student, the College will attempt to contact that student in writing and/or by telephone to verify the student's status. The student is fully responsible for tuition, fees, or loans outstanding at the time of administrative withdrawal from the College.

\*If required to enroll in these developmental courses, successful completion of ENG 099 with a grade of "C" or higher is required in order to move forward in the undergraduate program. A student who has been academically dismissed after either failing ENG 099 or MAT 099 as their first course will have the option of reapplying to the College after one full year of absence from the College. It is strongly recommended that the student continue studying at another institution to demonstrate academic success prior to the reapplication process. For further information on readmission after a one year absence from the College, please see the 'Reinstatement' policy in the NEIB College Catalog.

\*\*Continuing education students not matriculated into College per admission policy.

### Graduate Courses

A grade of "WD" will be assigned when written drop requests are received after the course started, after the add/drop deadline. A "WD" will not be counted toward your cumulative GPA.

### Planned Break in Enrollment

#### *Policy*

A student not taking a course in an undergraduate term or graduate session may be placed by the NEIB Registrar's Office on a planned break in enrollment status for one (1) session unless the student specifies otherwise. If a student submits an intent to return to the NEIB Registrar's Office or their student advisor for longer than one (1) session, the period of the planned break will be adjusted accordingly for the duration of up to and no greater than one (1) year from the date on which the student is placed in the status. After one (1) year, if the student has not returned by the date that the student specified, and the student provides no additional notification or communication to the Registrar's Office about returning, the student will be administratively withdrawn from NEIB and should abide by our admissions policies if electing to re-enroll at NEIB at a later time.

#### *Procedures*

After the end of the drop add/period of a session, the Registrar's Office will identify a list of active students who are not taking a course in a session and place them in a planned break in enrollment status. During the session, student advisors will reach out to these students to notify them of their status and adjust their status in accordance with the student's request.

### Petition for Change of Program

A student may transfer into a different concentration or program version under the following conditions:

- Student has discussed the transfer with his/her academic advisor or Program Chair.
- Student has submitted Petition for Change of Program a minimum of two weeks prior to the start of the next session and has received notification of approval prior to registering for courses under the new concentration.
- Student has reviewed the curriculum worksheet for the new concentration and understands which courses from his/her current program of study will transfer into the new program or concentration.
- Student is in good academic standing with a CGPA of 2.0 or higher at the undergraduate level and a CGPA of 3.0 or higher at the graduate level.
- Student is in good financial standing with NEIB.
- Students who wish to change programs should contact their Student Advisor.

### Petition for Grade Change

Grading criteria for all course work at NEIB is clearly defined on the syllabus and throughout all assignment instructions and rubrics. If a student believes that a grade has been issued in error, or wishes to better understand the rationale for a grade, the student is directed to speak with the faculty member of the course within one week of final grades being posted. If the student is still unclear and wishes to take the appeal further, the student will complete a "Petition for a Grade

Change” that will be forwarded to the Program Chair or the Dean who oversees the course. After consideration of the appeal, the Program Chair or Dean will set up a meeting with the student and provide notification of a decision. Should the student wish to make a further appeal, the student will submit a formal, written appeal to the Dean of Academic Affairs describing the reason for the appeal and measures that have been taken to date to appeal the grade. The decision rendered by the Dean of Academic Affairs will serve as the final decision on the appeal. All records of grade appeals and decisions will be maintained in the student’s academic record.

## Petition for Incomplete

See *Incompletes (INC)* on page 45.

## Course Cancellation

NEIB reserves the right to cancel courses in which enrollment is below an acceptable minimum. If a course is canceled, every effort will be made to contact students about the cancellation and possible course substitutions. If a student utilizing a direct billing option through their employer opts to substitute a different course for a canceled course, he/she must notify their appropriate company representative of this change. The new course is held to the same withdrawal policies as the original course(s). If no substitution can be made, the student/company will not be held responsible for tuition. In most cases, textbooks for canceled courses may be returned, if in perfect condition, for a full refund. Contact the Bookstore for more information.

## Residency Requirements

Students matriculated in an NEIB degree program must complete a minimum of 25% of the program credits at NEIB. Students must complete at least 15 credits (5 courses) of NEIB’s 61 credit Associate in Science in Business Administration program; 30 credits (10 courses) of NEIB’s 120 credit Bachelor degree programs; 24 credits (8 courses) of NEIB’s Master of Science in Finance, Master of Science in Business Ethics and Compliance, Master of Science in Healthcare Management, Master of Human Resource Management, or Master of Science in Quality Systems Management programs and 30 credits (10 courses) of NEIB’s Master of Business Administration program; and 48 credits (14 courses) of NEIB’s Doctoral of Business Administration program.

## Student Engagement and the Granting of Academic Credit

Students at NEIB are expected to manage their time in a way that permits them to complete assignments and to meet the learning outcomes specific to each course and those designated for their program of study. Courses at NEIB are designed with both quantitative rigor and qualitative rigor appropriate to the level of a course and the expected competencies a student should be achieving as a result of its successful completion.

With respect to the quantitative aspects of course expectations, these will have some variation dependent upon a student’s abilities and whether a more minimal or maximal commitment is made to assignments and other forms of exploration of the course subject matter. Successful completion of courses at NEIB are expected, however, to involve time commitments for student engagement and student work such that the competencies gained are equivalent to that which is customary for similar courses found at peer institutions.

Aside from this customary commitment, NEIB has also determined that courses can require an average of 135 hours of student engagement in course material before award of credit can be granted for a 3-credit class. The degree of engagement includes participation on the learning management system (i.e., discussion board participation, tests, etc.) and through the preparation of work outside of the learning management system (i.e., reading, conducting research, writing, etc.) If students have questions on the time expectations associated with specific assignments or courses, they should address these with the faculty member teaching the course or the Program Chair.

## Independent Study Courses

There are some instances where selected courses at NEIB may be run as “Independent Study” courses. Independent study courses may adopt a schedule that is different from other courses, but all requirements and outcomes remain the same.

## Off Site Academic Credit Bearing Courses

NEIB may offer off-site academic credit bearing courses on the premises of some partner institutions. Courses are typically run in cohorts and attended by employees of the member institution. A cohort is typically a minimum of seven students.

## Residency Requirements

Students transferring into the BSBA program may transfer up to 90 credits. A minimum of 25% of the program curriculum must be taken at NEIB.

Students matriculating in to a master’s degree program or doctoral program may transfer credit up to two masters’ or doctoral level courses (six credits), respectively, as long as the student received a grade of B (3.0) or better and course content and rigor is deemed comparable by the Program Chair. The respective graduate Program Chair evaluates transcripts and approves transfer of credit. Students may be required to provide course descriptions and/or course syllabi to facilitate the evaluation of credit transfer.

## Evaluation of Corporate Training

Both undergraduate and graduate students who have submitted an application for admission as a degree-seeking student may request an evaluation of non-college prior learning. Non-college learning includes things like training provided by organizations other than a college or university, including industry-sponsored training and industry-recognized certifications and work experience. Credit for such educational experiences may be granted in accordance with the recommendations of the American Council on Education (ACE) when applicable to the student’s program of study. The Office of Admissions should be contacted for further information.

## Credit by Examination / Proficiency Credit

Students may transfer credit awarded by examination, provided the examination does not duplicate previously earned academic credit. Credit is granted for successful completion of examinations given by the College Level Examination Program (CLEP) of the College Entrance Examination Board. CLEP is designed to help students translate non-traditional learning experience, such as on-the-job training or independent study, into college credit.



## Grading System

See *Grades and Grading* on page 45 or visit [www.cambridgecollege.edu/academic-policies-procedures/grades-and-grading-policy](http://www.cambridgecollege.edu/academic-policies-procedures/grades-and-grading-policy)

## Length of Programs

### Bachelor Degree Program

The Bachelor Degree program requires 120 credits and is designed so that it can be completed in four (4) years or twenty four (24) sessions. Given that NEIB students are primarily working adults, the normal program completion is five (5) years or 30 eight week sessions. To meet the 150% rule, the program must be completed within 180 attempted credits, approximately six (6) academic years or thirty-six (36) sessions.

### Master's and Doctoral Degree Programs

Master's Degree programs require 30, 36, 39, or 45 credits, depending on the specific program. The Doctor of Business Administration program requires 60 credits. It is recommended that programs be completed within 200% of the required credits in each program. Correspondingly, that would amount to 60, 72, 78, 90, or 120 attempted credits. Also, it is recommended that the completion time period be within the same 200% time frame. For example, the 10-course MBE and MSF programs should be completed within 20 consecutive sessions, and the 12-course MBA program should be completed within 24 consecutive sessions. It is recommended that you discuss your enrollment and academic plans with your Enrollment Specialist and Academic Advisor.

### Academic Credits Earned by Academic Year

Please see *Satisfactory Academic Progress* on page 43.

# Academic Honesty and Code of Conduct

## Academic Honesty and Integrity Policy

At New England Institute of Business, academic integrity is defined as the commitment to honesty, fairness, and respect. As such, academic dishonesty is the failure to maintain these attributes and includes, but is not limited to, the following:

- Use of a proxy in the submission of assignments and examinations
- Making or receiving payments for the production of assignments and taking of examinations
- Submitting the work of another as one's own
- Fabrication and/or invention of academic references
- Plagiarism, whether intentional or unintentional
- Self-plagiarism (i.e., recycling of previously submitted work without the express written consent of the course professor)

The consequences for academic dishonesty (intentional or otherwise) include, but are not limited to:

- Receiving a grade of zero on a graded item
- Receiving a failing grade for the course
- Placement on Academic Probation
- Placement on Academic Suspension
- Dismissal from the College

The College utilizes Turnitin.com in its courses to assess any and all discussion postings, assignments, research projects, research papers, group projects, etc. for the purpose of plagiarism detection.

In each online class, students must electronically sign the Academic Honesty and Integrity Agreement. Failure to do so does not exempt the student from responsibility. Contact the class Professor or the Program Chair with questions regarding potential violations of this policy.

## Penalties for Violations of the Academic Honesty and Integrity Policy

Please review the Cambridge College Student Code of Conduct at <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>.

## NEIB Copyright Infringement Policy

Copyright infringement is the outcome of downloading or uploading copyrighted materials without express permission from the copyright holder. Copyrights are protected under section 106 of the Copyright Act (Title 17 of the United States Code). No NEIB staff member, faculty or student can share files by downloading or uploading them without express written permission from the copyright holder. Doing so may constitute an infringement of copyright law and may constitute a federal crime in accordance with the Federal Copyright Act. The penalties for violation of copyright can be found at: <http://www.copyright.gov/title17/92chap5.html#506>

### Copyright Web Resources

U.S. Government Copyright Office

<http://www.copyright.gov/>

<http://www.copyright.gov/help/faq/faq-fairuse.html#permission>

Digital File Check: Software to assist with identifying illegal files and p2p software [32 bit Windows only]

[http://www.ifpi.org/content/section\\_resources/digital-file-check.html](http://www.ifpi.org/content/section_resources/digital-file-check.html)

### Respect Copyrights

<http://respectcopyrights.org/>

Flash Version of Digital File Check [Flash Enabled Browser] \*Internet access is required to utilize this application

<http://www.dteconetusa.com/>

## Netiquette Policy (Online Etiquette)

A common concern often expressed about the online learning environment is interpreting the intended tone of voice between correspondents. Certain limitations exist in all communication media. While online communication does lack the expression and emotion present in face-to-face communication, it also provides you with the luxury of time to collect and compose your thoughts prior to communicating information.

An online learning environment needs structure for effective communication to occur. Below is a list of guidelines for effective online communication:

- Consider your language. Written text can very easily be misinterpreted by others in the online environment. Students are expected to be respectful of the teaching and learning environment and not post any comment or statement that uses language that is potentially inappropriate or that can be misinterpreted. A student who posts a text in the NEIB online learning platform whether in a Discussion, a Q & A or an e-mail that has been deemed inappropriate by the instructor or the College will be asked to remove the text or it will be removed by the College.

- Stay engaged and on task with relevant messages. Your insights and experiences are welcomed and encouraged. Remember that you want to stay focused on relevant topics of discussion to enhance your learning experience.
- Reference your messages. When appropriate, you need to reference your course material or other sources to support your assertions or comments. Facts and statistics communicated in your message require a supporting reference.
- Communicate using a respectful professional tone. Your colleagues bring different experiences and belief systems to the classroom, and each of your opinions is equally valid. At times, you may disagree with a colleague but do so in a respectful, professional manner. You are not competing with your colleagues; you are participating in a collaborative learning environment. Using sarcasm to belittle a colleague's ideas, or ranting against a colleague in a post, is not the way to encourage diverse opinions. Also, as always, derogatory comments regarding race, gender, religion, age, or sexual orientation will not be tolerated.
- Uphold the standards of academic integrity set forth by the College. Work submitted in the discussions and your assignments should be your own. Materials utilized from an outside source must be properly cited in APA Style and formatting.
- Submit substantive responses to the Discussion. To receive credit in the Discussion, you must do more than agree or disagree with your colleagues. The Discussion Rubric and Guidelines govern all aspects of Discussion original responses and subsequent posts.
- Do not type in all caps. Typing in all caps in the online environment is considered shouting and should be rarely used and then only for strong emphasis. If you wish to place emphasis on an important passage, try using bold text instead of all caps, underlining, italics or single quotation marks.
- Recognize that you are participating in an online dialogue. You still want to ensure correct spelling and grammar in all forms of your writing (discussions, e-mails, assignments, etc.).
- Use written communication to your advantage. Prior to sending a message, check it a final time to ensure that you are not only stating what you wish to state in a concise manner, but that you are doing it in the tone you wish to convey. Think of how your words will be received.
- Multiple infractions of this Policy could result in disciplinary actions up to and including dismissal from NEIB.

If you have a question about this policy, or any part of the policy, please, contact your instructor or Program Chair at NEIB.

## Software Code of Ethics

Unauthorized duplication of copyrighted computer software violates the law and is contrary to New England Institute of Business's standards of conduct. We disapprove of such copying and recognize the following principles as a basis for preventing its occurrence:

- We will neither engage in nor tolerate the making or using of unauthorized software copies under any circumstances.
- We will only use legally acquired software on our computers.
- We will comply with all license or purchase terms regulating the use of any software we acquire or use.
- We will enforce strong internal controls to prevent the making or using of unauthorized software copies, including effective measures to verify compliance with these standards and appropriate disciplinary measures for violation of these standards.

## Attendance and Active Status Policy

To benefit fully from a NEIB program, a student is expected to engage in their NEIB courses on a consistent basis. Excessive, consecutive or cumulative disengagement may result in automatic withdrawal from the course(s) in which the disengagement occurs.

### Class Attendance and Participation

NEIB seeks to comply with the US Department of Education Program Integrity Regulations and the Carnegie Foundation's 135 hours of classroom instruction in its courses that can be assessed and measured through substantive student performance standards. Class attendance is mandatory in all classes at NEIB. Online students are expected to be present and to participate throughout the weeks as outlined in the course syllabus. Students must arrange to make-up missed work with the course instructor. In some instances, it may not be possible to make up assignments; however, this will be determined between the instructor and the student.

A student is marked present in a course in a given week under the following conditions:

- Student has posted a minimum of one gradable discussion board posting in a given week; or,
- Student has submitted a gradable course assignment(s) within a given week; or,
- Student has worked one-on-one with a faculty member on a course assignment by 6am (EST) on Monday.
- Course instructor verifies that student has met attendance requirements.

Please note that simply logging into a course and accessing the course materials and/or posting an introduction is not considered attendance within a course.

A student is marked absent in a course in a given week under the following conditions:

- Student has not posted a minimum of one discussion board posting; or,
- Student has not turned in required assignments, nor has he/she attempted to contact the instructor to make specific arrangements.

If a student is absent from a course for 14 consecutive days at any point during a session (absent is defined as not participating in the Discussion Board or not completing any assignment; provided that a student will not be counted as absent if the student is working one-on-one with a faculty member on a course assignment) the student will be automatically withdrawn from that course and held liable for all tuition costs. The student will also receive a grade of WF, which means the course will need to be retaken and a failing grade will factor into the students' cumulative GPA.

### Make-up Policy

Students are required to make up all assignments and classwork missed as a result of absence before the end of the session. Make-up work is approved and accepted at the discretion of the instructor. Arrangements to take any test missed because of an absence must be made with the instructor and in accordance with the instructor's make-up policy.

### **Pregnancy Policy**

In accordance with Title IX of the Education Amendments of 1972 and the Office of Civil Rights of the U. S. Department of Education requirements, NEIB provides protection to pregnant women. Because the Institution does not maintain a leave policy for its students, the Institution will treat pregnancy, childbirth, false pregnancy, termination of pregnancy, and recovery therefrom as a justification for a leave of absence for so long a period of time as is deemed medically necessary by the student's physician, at the conclusion of which the student shall be reinstated to the status which she held when the leave began.

Students seeking reasonable accommodations due to pregnancy should submit an accommodation request to NEIB in accordance with NEIB's Reasonable Accommodations Policy. NEIB cannot require a pregnant student to obtain the certification of a physician that she is physically and emotionally able to continue participation in the enrolled program unless such a certification is required of all students for other physical or emotional conditions requiring the attention of a physician.

## **Information Technology Resources Policy**

NEIB provides information technology resources to a number of faculty, staff, and students. As members of NEIB community and in accordance with the Acceptable Use of Information Technology Resources Policy, all users have the responsibility to use information technology resources in an effective, efficient, ethical, and legal manner. Ethical and legal standards that apply to information technology resources derive directly from standards of common sense and common courtesy that apply to the use of any shared resource.

NEIB's information technology resources are intended to support NEIB educational programs. All members of the NEIB community who use information technology (i.e., computing and network) resources are responsible for the integrity of those resources. NEIB information technology resources are to be used in a manner that is consistent with the instructional, research, and administrative objectives of NEIB, including use for study, instruction, research, the discharge of official NEIB business, and other NEIB sanctioned activities. Any use of NEIB information technology resources that is inconsistent with these purposes is considered inappropriate use and may jeopardize further authorization for use and may result in termination of access, disciplinary review, expulsion, or other disciplinary action. Use of information technology resources is limited to members of the NEIB community. Users of these resources are expected to act responsibly to maintain the integrity of the College information technology resources.

In no event shall NEIB be liable for any damages, whether direct, indirect, special or consequential, arising out of the use of information technology resources (i.e., the Internet, campus servers, etc.), accuracy or correctness of databases or information contained therein or related, directly or indirectly, to any failure or delay of access to information technology resources. Use of any information obtained via the Internet is at the users' own risk. NEIB reserves the right to remove user access to information technology resources to prevent further unauthorized activity as specified in this document.

### **Student Preparedness – Course Technology**

To ensure student success in the online environment at NEIB, it is required that you have reliable access to a personal computer for your use throughout your academic career and that it is compatible with NEIB online technology requirements. The average student is engaged with and/or accessing course materials approximately 17 hours per week at the undergraduate level and 27 hours per week at the graduate level.

To participate in an online course, students must have access to a fully-functional laptop or desktop computer that can play audio and video. While students may be able to use a portable device (cell phones, tablets or "books") to complete some of their coursework, other courses will require the use of downloaded software or web-based tools that are not compatible with portable devices. Access to Microsoft Office (Word, PowerPoint) and a broadband Internet connection is required to participate in discussions, assignments, access readings, transfer course work, and receive feedback from faculty.

A workplace or library computer may not be a reliable computer solution due to the interactive and multimedia elements of NEIB courses. It is also highly recommended that you have administrative rights on the computer used for coursework. Required functions, such as updating Internet browsers and installing plug-ins, may be prohibited when using a computer in which you do not have administrative rights. Check with your workplace IT department to ensure that your computer and company's network meet NEIB requirements.

Students can access technical support for the Canvas Learning Management System 24 hours/day, 365 days/year. By clicking on the "Help" icon in the Canvas navigational panel, students can open a live chat with a technical rep, submit a ticket to generate an email response or locate the phone number to speak with someone live. They can also search the Canvas Guides, ask a question, or suggest a feature. Students can access technical support for the NEIB Student Portal, by completing an online ticketing form on the Student Portal log on page. The Student Portal Help Desk representatives respond to students via email or phone calls. For technical help with the NEIB eLibrary, students can search the eLibrary Knowledge Base, submit a help desk ticket to the NEIB eLibrary Technical Librarian, or contact NEIB's 24/7 reference service.

### **Student Preparedness – Tools for Online Research**

The NEIB Student Resource Center, located in the Canvas learning management system, is available to all students upon being enrolled at the College. The resources cover a wide-range of topics, which include, but are not limited to:

- Canvas navigation guides
- Techniques for being successful in online courses
- Time management
- Technology troubleshooting
- eLibrary access and navigation
- Research help
- APA style guides
- Plagiarism and TurnItIn
- Software support and discounts
- Webinar recordings



These resources are designed to help support students' success throughout their entire academic careers at NEIB. It is recommended that newly enrolled students' access and familiarize themselves with the resources available in the Student Resource Center.

## Student Grievance Policy

- A student who has a grievance must submit his or her grievance in writing to the appropriate faculty or staff member with whom the complaint lies within 15 days of the grievance.
- If a viable solution is not reached between the student and faculty or staff member, the student may seek the aid of the Program Chair, the Dean of Undergraduate Studies or the Dean of Academic Affairs.
- The student has 10 days from the time the complaint was originally made to the faculty or staff member to file a written complaint with the Dean of Academic Affairs if prior communication of the complaint has not been resolved to the student's satisfaction.
- A special meeting of an ad hoc student grievance committee will be called within 15 days of the filing of the student complaint to the Dean of Academic Affairs. The group will reach a consensus after the grievance has been heard. The decision rendered by the committee will be final. The student will receive a resolution to the complaint within 10 days of the special meeting.

### Maryland Residents

If the complaint has not been resolved to the satisfaction of the student, and the student is a Maryland resident, the student may contact the Office of the Attorney General of the Maryland Higher Education Commission, Website: [https://mhec.maryland.gov/institutions\\_training/Documents/acadaff/Student%20Complaint%20Process%20-%20MJK%20Revisions.pdf](https://mhec.maryland.gov/institutions_training/Documents/acadaff/Student%20Complaint%20Process%20-%20MJK%20Revisions.pdf)

### Wisconsin Residents

If the complaint has not been resolved to the satisfaction of the student, and the student is a Wisconsin resident, the student may contact the Educational Approval Board, 30 West Mifflin Street, 9th Floor, Madison, Wisconsin 53703; Telephone 608-266-1996.

### Georgia Residents

If the complaint has not been resolved to the satisfaction of the student and the student is a Georgia resident, the student may contact the Nonpublic Postsecondary Education Commission, 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305, Telephone 770-414-3300, Website: [www.gnpec.georgia.gov](http://www.gnpec.georgia.gov).

### Florida Residents

If the complaint has not been resolved to the satisfaction of the student and the student is a Florida resident, the student may contact the Florida Department of Education's Commission for Independent Education, 325 W. Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, 850-245-3200, [www.fldoe.org/cie](http://www.fldoe.org/cie).

Any student who is terminated from his or her program of study at NEIB for violating this Student Code of Conduct may petition the Dean of Undergraduate Studies at the undergraduate level or the Dean of Academic Affairs at the graduate level for readmission into a program of study after waiting one full year from the Session in which official disciplinary action was taken. The petition must be in the form of a formal letter and not in the form of an e-mail. The determination of whether to readmit the student will be based on the student's written petition and will be made by New England Institute of Business. The decision will be final and binding on the student.

## Course Code and Numbering System

NEIB courses are identified by a three letter, three-digit code for both undergraduate and graduate courses and a four letter, four-digit code for graduate prerequisite courses. The letters represent the subject code indicating the area of study. The digits represent the course number. Courses numbered below one hundred (099) are fundamental courses and carry institutional credit only. Courses numbered 100 and above carry college-level credit that may be eligible for transfer into other institutions.

One hundred (100) level courses are typically for first year students and sophomores and do not generally require a college-level prerequisite for enrollment. Two hundred (200) level courses are for first year students and sophomores and sometimes require a 100-level prerequisite. Three (300) and four hundred (400) level courses are generally considered junior and senior courses, and prerequisites may be required. Five hundred (500) and six hundred (600) level courses are master's-level courses and require a bachelor's degree as a prerequisite. Eight hundred (800) and nine hundred (900) level courses are doctoral level courses and require a master's degree as a prerequisite.

### Undergraduate Program Courses . . . . . Three Letter Course Code

Accounting . . . . .	ACC
Arts . . . . .	ART
Banking/Banking Studies . . . . .	BNK
Communications . . . . .	COM
Digital Marketing . . . . .	DMK
Economics . . . . .	ECO
Education . . . . .	EDU
English . . . . .	ENG
Finance/Financial Service/Investments . . . . .	FIN
Financial Literacy . . . . .	FLS
Healthcare . . . . .	HCA
History . . . . .	HIS
International Business . . . . .	INB
Information Literacy for College Success . . . . .	INF
Mathematics . . . . .	MAT
Business/Management/Leadership . . . . .	.MGM
Management Information Systems . . . . .	.MIS
Marketing . . . . .	MKT
Philosophy . . . . .	PHI
Political Science . . . . .	POL
Psychology . . . . .	PSY
Quality Systems Management . . . . .	.QSM
Environmental Science and Anatomy & Physiology . . . . .	.SCI
Sociology . . . . .	SOC

### Graduate Prerequisite Courses . . . . . Three Letter Course Code

Accounting . . . . .	GAC
Corporate Finance . . . . .	GFI
Principles of Management . . . . .	.GMG
Survey of Economics . . . . .	GEC
Statistics . . . . .	GMA





**Core Graduate Program Courses . . . . . Three Letter Course Code**

- Master in Business Administration . . . . . MBA
- Master of Science in Business Ethics and Compliance . . . . . MBE
- Master of Science in Finance . . . . . MSF
- Master of Science in Healthcare Management . . . . .MHM
- Master of Human Resource Management . . . . . HRM
- Master of Science in Quality Systems Management . . . . . EDU, QSM
- Master of Science in Risk Management and Insurance . . . . . RMI

## Graduation Requirements

See *Graduation* on page 46.

### Academic Awards

Each year, a special recognition award goes to one outstanding student for academic excellence and one faculty member for teaching excellence:

**1. NEIB Academic Excellence Award**

This award is presented annually to the undergraduate graduate who maintained the highest grade point average among all degree recipients.

**2. The New England Institute of Business eLibrary Award for Research**

The eLibrary Award for Research was created by the New England Institute of Business eLibrary to encourage more and better use of its resources and collections, to advance Information Literacy at NEIB, and to promote academic excellence at the College.

Purpose:

The purpose of the NEIB eLibrary Award for Research is to recognize and honor outstanding projects/assignments by undergraduate and graduate students or teams that are supported by credible, relevant, and recent research.

Eligibility:

- To be eligible, applicants must have completed their research project at NEIB during any term from June 1st following Commencement through March 31st of the following year.
- The competition is open to students enrolled in undergraduate and graduate degree programs who, at Commencement, will have completed half of their degree credits. Up to three awards will be given. These can be to individuals who are undergraduate or graduate students or teams of no more than four students nominated for a group project.
- Entries will be accepted at any time during the eligibility period.

Application Procedure:

NEIB faculty nominate students by emailing the NEIB librarian, Jeff Cronin, at [Jeff.Cronin@cambridgecollege.edu](mailto:Jeff.Cronin@cambridgecollege.edu). With the name of the student, the course, and the title of the paper. We will contact the student to determine as to whether they wish to participate in the competition.

Selection:

- A panel composed of the NEIB librarian, faculty, and other academic staff will judge entries.
- Winning entries will show evidence of originality, depth, breadth, and sophistication in the use of either library or web resources. There are no restrictions on the topic of the paper.
- The selection team will consider the range and quality of the sources in the bibliography, as well as the synthesis and integration of research material into the paper or project.
- Up to three awards may be granted. The award winners are not required to attend Commencement.

## General Information

### Hours of Operation

The administration office at the College is open Monday through Friday from 9:00 a.m. to 5:00 p.m. Eastern Standard Time.

### Bookstore/Textbooks

Course learning materials take the form of traditional textbooks, eBooks, iChapters, Case Studies, and resources available online through NEIB’s library services. For those courses that require traditional textbooks, students can order their books through NEIB’s virtual bookstore where print copies and eBooks are available for purchase. NEIB’s virtual bookstore is accessible by phone, mail, and the Internet:

Phone: (800) 325-3252  
Mail: MBS Direct, 2711 West Ash Street, Columbia, MO 65203

The purchase of course materials is the responsibility of the student.

### eLibrary

NEIB offers students a robust online library with over 70 databases such as ProQuest Central and EBSCO Business Source Complete providing more than 20,000 full-text journals and 150,000 ebooks. The eLibrary also contains numerous business databases such as IBISWorld, Plunkett Research, and Mergent Online containing company/industry data and analysis, and market research data.

The Online Library also provides students with 24/7 reference service, numerous live webinars taught monthly by the NEIB Librarian on various research topics, APA resources such as EasyBib, and a federated search feature that gives students the ability to search over all the eLibrary databases with one search.

Students can easily access this library from within their online course by clicking on the eLibrary Module located in the left hand navigation bar in Canvas.

Undergraduate students are required to take an Information Literacy for College Success skills course. Through this course, they are exposed to the College’s library services. Library usage is not a passive but rather a proactive protocol and therefore research assignments are integrated into the majority of courses at both the undergraduate and graduate level.



## Maintenance of Records

NEIB maintains student academic and financial aid records in compliance with state and federal regulations. In addition, placement data on students who complete the program, indicating the employer, date of hire, job title, and starting salary attested to by the student or verified by the employer is kept on file. Academic transcripts are maintained permanently.

### FERPA — Student Records Access and Confidentiality

In compliance with the Family Educational Rights and Privacy Act (FERPA), the complete Cambridge College student records access and confidentiality policy can be found at <https://www.cambridgecollege.edu/academic-policies-procedures/student-records>

Any information about New England Institute of Business at Cambridge College that is not included in this catalog can be found by visiting [www.necb.edu](http://www.necb.edu), emailing [info@cambridgecollege.edu](mailto:info@cambridgecollege.edu), or calling 617-951-2350. For specific inquiries, please see the directory for the *New England Institute of Business at Cambridge College* on page 365.

## Inactive Programs

We are not admitting new students into the following programs as of Fall 2020:

- All Associate Degrees
- Bachelor of Science in International Business
- Master of Science in Risk Management and Insurance
- Doctor of Business Administration in Quality Systems Management

If you are enrolled in a program that is no longer active, please confer with your academic advisor and continue to follow your program plan as outlined in the NECB catalog dated January 2020. Tuition for programs in teach-out status will continue to follow the last NECB catalog and can be found on the former NECB website, [www.necb.edu](http://www.necb.edu).





Bachelor of science

# Bachelor of Science in Accounting (BSA)

• CIP 52031 • 120 credits

## Program Description

The Bachelor of Science in Accounting (BSA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in accounting achieved within a reasonable period of time. In addition to the skills and knowledge gained in Accounting, students will acquire a solid background across a wide range of functional business areas including finance, management, ethics, marketing, and law.

Students enrolled in the BS in Accounting will be exposed to key theoretical constructs and immersed in hands-on application of those theories in practice. In this program, a particular emphasis is placed on the acquisition of highly-targeted skills required by accounting professionals, in support of career goals ranging from entering the public accounting world, to sitting for the requisite exams to earn highly-regarded professional designations such as the Certified Public Accountant (CPA) or Certified Management Accountant (CMA), to focusing on financial management and the exam. The BSA offers a dynamic approach to understanding the depth and breadth of all areas of the accounting profession.

**Concentrations:** The degree has been designed with two 3-course concentrations aligned with the skills conducive to preparing students for the CPA and CMA exams.

- The Public Accounting Concentration offers students' knowledge in Not-For-Profit, Advanced Auditing, including Internal Auditing, and Governmental Auditing, and advanced topics in Management Accounting found on the CPA Exam®.
- The Management Accounting Concentration offers students' advanced knowledge in Strategic Management, Compensation and Benefits, and Advanced Cost Accounting, all of which are found on the CMA Exam®.

Each of these concentrations enables students to obtain an understanding of exam-specific content while simultaneously offering valuable knowledge which can be used regardless of the area or the industry in which the student enters.

## Program Outcomes

- Apply advanced principles and rules to financial statement data to produce a complete set of company financial statements.
- Conduct a mock audit using Generally Accepted Auditing Standards (GAAS) and prepare an independent auditor's report.
- Use decision-support tools to evaluate, process, and solve organizational problems
- Analyze global business transactions and apply appropriate accounting theory.

## Instructional Delivery

The BSA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that NEIB students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

## BSA General Education ..... 42 credits

### English ..... 6

ENG 101\* English Composition I

ENG 201 English Composition II

### Critical Thinking and Literacy ..... 6

INF 101 Information Literacy for College Success  
(Required as first course at NEIB)

PHI 101 Critical Thinking

### Arts & Humanities ..... 6

#### Choose two:

ART 301 Art History & Appreciation

ENG 305 American Literature

ENG 405 British Literature

HIS 201 US History Since 1900

### Social Science ..... 6

#### Choose two:

ECO 101 Economics and Society

PSY 250 Psychology

POL 250 Political Science

SOC 250 Sociology

### Mathematics ..... 6

MAT 103\* Business Math

MAT 205 College Algebra

### Communication ..... 6

COM 201 Business Writing & Communication

COM 301 Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281 Environmental Science

SCI 301 Anatomy & Physiology

\* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG 099 Fundamentals of English and MAT 099 Fundamentals of Math with a grade of "C" or higher, to be placed in ENG 101 English Composition I and MAT 103 Business Math, respectively



**Program chair:** Dr. Donna Viens, PhD, CPA, CMA, CGMA

• Donna.Viens@cambridgecollege.edu

(All courses @ 3 credits except as noted.)

Continued

# Bachelor of Science in Accounting (BSA)

## Core Curriculum .....42 credits

- ACC 201 Accounting I
- ACC 202 Accounting II
- ACC 205 Managerial/Cost Accounting 1
- ACC 301 Intermediate Accounting 1
- ACC 302 Intermediate Accounting 2
- ACC 303 Federal Income Taxation
- ACC 401 Advanced Accounting & Reporting
- MGM 201 Principles of Management
- MGM 225 Human Resources
- MGM 250 Business Ethics
- MGM 301 Research Methods
- MGM 305 Organizational Behavior
- MGM 401 Operations Management
- ACC 450 BSA Senior Capstone

## Concentration Curriculum .....36 credits

### Public Accounting

- MAT 305 Statistics
- ACC 206 Accounting Information Systems
- ACC 305 Managerial/Cost Accounting II
- ACC 310 Computer Accounting with QuickBooks
- ACC 402 Auditing 1
- ACC 403 Advanced Auditing
- ACC 410 Government and Nonprofit Accounting
- FIN 305 Corporate Finance
- MGM 255 Business Law

*Electives Choose three business electives*

### Management Accounting

- MAT 305 Statistics
- ACC 206 Accounting Information Systems
- ACC 305 Managerial/Cost Accounting II
- ACC 310 Computer Accounting with QuickBooks
- ACC 402 Auditing 1
- ACC 410 Government and Nonprofit Accounting
- FIN 305 Corporate Finance
- MGM 255 Business Law
- MGM 415 Strategic Management & Decision Making

*Electives Choose three business electives*

### Finance

- MAT 305 Statistics
- FIN 201 Principles of Financial Services
- FIN 210 Principles of Investments
- FIN 305 Corporate Finance
- FIN 401 Investment Management
- INB 405 International Finance
- MGM 255 Business Law
- MGM 415 Strategic Management & Decision Making

*ECO Choose one Economics course*

*Electives Choose three business electives*

(All courses @ 3 credits except as noted.)





Bachelor of Science

# Bachelor of Science in Business Administration (BSBA)

• CIP 5202 • 120 credits

## Program Description

The Bachelor of Science in Business Administration (BSBA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in business achieved within a reasonable period of time. Those students who enter the BSBA program should be well-prepared with the fundamentals in General Education and core 100 and 200 level business courses.

**Concentrations:** The BSBA offers the following concentrations: Accounting, Banking/ Finance, Healthcare Reimbursement, Human Resources, Management, Marketing, Medical Office Administration, and Digital Marketing. Curriculum for the core program and each concentration is provided below. Courses in the concentration are typically taken in the sequence in which they are presented in the Catalog for skills building purposes and academic success.

## Program Outcomes

- Analyze the effectiveness of business and strategic plans in the context of global, political, social and technological environments.
- Examine key ethical and legal concepts, policies, and principles in diverse, changing work environments.
- Apply quantitative and qualitative research to critically evaluate major business issues.
- Analyze the operational and theoretical principles of business, particularly in the industry-specific disciplines of accounting, finance, marketing, and management.
- Communicate and present data, ideas, and concepts in business administration in a clear and effective fashion.

## Instructional Delivery

The BSBA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSBA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that NEIB students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

**Program chair:** Dr. Tina Callaway, EdD, MBA, MSHES

- Tina.Callaway@cambridgecollege.edu

## BSBA General Education ..... 42 credits

### English ..... 6

ENG 101\* English Composition I

ENG 201 English Composition II

### Critical Thinking and Literacy ..... 6

INF 101 Information Literacy for College Success  
(Required as first course at NEIB)

PHI 101 Critical Thinking

### Arts & Humanities ..... 6

#### Choose two:

ART 301 Art History & Appreciation

ENG 305 American Literature

ENG 405 British Literature

HIS 201 US History Since 1900

### Social Science ..... 6

#### Choose two:

ECO 101 Economics and Society

PSY 250 Psychology

POL 250 Political Science

SOC 250 Sociology

### Mathematics ..... 6

MAT 103\* Business Math

MAT 205 College Algebra

### Communication ..... 6

COM 201 Business Writing & Communication

COM 301 Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281 Environmental Science

SCI 301 Anatomy & Physiology

\* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG 099 Fundamentals of English and MAT 099 Fundamentals of Math with a grade of "C" or higher, to be placed in ENG 101 English Composition I and MAT 103 Business Math, respectively

Continued

(All courses @ 3 credits except as noted.)

Continued

# Bachelor of Science in Business Administration (BSBA)

## Core Curriculum .....42 credits

ACC 201	Accounting I (Prerequisite: MAT 103)
ACC 202	Accounting II (Prerequisite: ACC 201)
FIN 305	Corporate Finance
MGM 201	Principles of Management
MGM 225	Human Resources
MGM 250	Business Ethics
MGM 255	Business Law
MGM 301	Research Methods
MGM 305	Organizational Behavior
MGM 401	Operations Management
MGM 415	International Business Management
MIS 205	Management Information Systems
MKT 210	Principles of Marketing
MGM 450	BS Senior Capstone

## Concentrations .....36 credits

### Accounting

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
MGM 410	Strategic Planning & Decision Making
ACC 310	Small Business Accounting with QuickBooks
ACC 205	Managerial / Cost Accounting
ACC 305	Managerial/Cost Accounting II
ACC 301	Intermediate Accounting (Prerequisite: ACC 202)
ACC 303	Federal Taxation
<i>Electives</i>	<i>Choose four business electives</i>

### Banking

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
MGM 410	Strategic Planning & Decision Making
BNK 201	Principles of Banking
BNK 301	Consumer Credit
BNK 405	Contemporary Regulatory Issues
FIN 201	Principles of Financial Services
FIN 210	Principles of Investments
<i>Electives</i>	<i>Choose four business electives</i>

### Finance

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
MGM 410	Strategic Planning & Decision Making
BNK 301	Consumer Credit
FIN 201	Principles of Financial Services
FIN 210	Principles of Investments
FIN 401	Investment Management
INB 405	International Finance
<i>Electives</i>	<i>Choose four business electives</i>

### General Management

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
FLS 101	Financial Literacy
FIN 201	Principles of Financial Services
INB 301	International Business Law & Ethics
MGM 215	Leadership & Management
MGM 410	Strategic Planning & Decision Making
<i>Electives</i>	<i>Choose five business electives</i>

### Healthcare Reimbursement

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
HCA 101	Medical Terminology
HCA 150	Essentials in US Healthcare
HCA 210	Medical Law and Ethics
MED 150	Introduction to Medical Coding
MED 155	Diagnosis Coding ICD-10-CM
MED 165	Procedure Coding ICD-10-CM
MED 175	CPT Ambulatory Procedure Coding
MED 200	Electronic Health Information Systems
MED 215	Practical Medical Billing and Reimbursement
<i>Electives</i>	<i>Choose one business elective</i>

### Human Resources

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
HRM 210	Introduction to Recruitment & Selection
HRM 220	Introduction to Employee Relations
HRM 230	Introduction to Compensation and Benefits
HRM 250	Effective Workplace Training & Development
MGM 215	Leadership & Management
MGM 410	Strategic Planning & Decision Making
<i>Electives</i>	<i>Choose four business electives</i>

Continued

(All courses @ 3 credits except as noted.)

Continued

# Bachelor of Science in Business Administration (BSBA)

## International Business

MAT 305 Statistics  
*ECO Choose one Economics course*  
 MGM 215 Leadership & Management  
 MGM 410 Strategic Planning & Decision Making  
 INB 301 International Business Law & Ethics  
 INB 305 International Business & Trade  
 INB 320 International Supply Chain & Logistics Management  
 INB 401 International Negotiations & Culture  
 INB 405 International Finance  
 INB 420 Global Politics & Organizations  
*Electives Choose two business electives*

## Marketing

MAT 305 Statistics  
*ECO Choose one Economics course*  
 MGM 215 Leadership & Management  
 MGM 410 Strategic Planning & Decision Making  
 DMK 205 Digital Marketing  
 DMK 230 Data Analysis, Metrics, & Measurement  
 in Digital Marketing  
 MKT 215 Customer Relationship Marketing  
 MKT 230 Principles of Public Relations  
 MKT 301 Marketing Research  
 MKT 305 Consumer Behavior  
*Electives Choose two business electives*

## Medical Office Administration

MAT 305 Statistics  
*ECO Choose one Economics course*  
 HCA 101 Medical Terminology  
 HCA 150 Essentials in US Healthcare  
 HCA 210 Medical Law and Ethics  
 MED 150 Introduction to Medical Coding  
 MED 160 Medical Office Procedures  
 MED 180 Medical Billing & Reimbursement  
 MED 184 Medical Insurance Procedures  
 MED 200 Electronic Health Information Systems  
*Electives Choose two business electives*

## Quality Systems and Improvement Management

MAT 305 Statistics  
*ECO Choose one Economics course*  
 MGM 215 Leadership & Management  
 MGM 410 Strategic Planning & Decision Making  
 PJM 210 Project Management  
 QSM 210 Quality Systems Management  
 QSM 345 Performance Based Management & Benchmarking  
 QSM 408 Special Topics in Quality Management  
*Electives Choose four business electives*

## Social Entrepreneurship

MAT 305 Statistics  
*ECO Choose one Economics course*  
 MGM 215 Leadership & Management  
 MGM 410 Strategic Planning & Decision Making  
 SEM 205 Introduction to Social Entrepreneurship  
 SEM 210 Entrepreneurship & Small Business Management  
 SEM 360 Grant Writing & Fundraising  
 DMK 205 Digital Marketing  
 DMK 301 Laws, Ethics & Social Responsibility in a Digital Age  
*Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Digital Marketing (BSDM)

• CIP 5215 • 120 credits

## Program Description

The Bachelor of Science in Digital Marketing (BSDM) is uniquely designed for students interested in learning the emerging trends in digital media and how to leverage the power of mobile devices, social networks, graphic design, and the interactive Web to meet (and exceed) business objectives. This program will teach students how to embrace the evolving digital world and to create innovative marketing strategies using new technologies that engage online audiences, cultivate digital opportunities and achieve a competitive advantage.

The BSDM program is consistent with NEIB's mission of providing a high quality curriculum with a focus on educating competent and skilled business professionals. While the BSDM program curriculum includes several business core courses offered through NEIB's BSBA program, the BSDM program curriculum offers in-depth course work in the niche areas of digital marketing, public relations and advertising that are intended to provide learners with a unique skill set applicable to current industry needs, as noted in the curriculum map below.

## Program Outcomes

The Program Learning Outcomes for the BSDM program are:

- Develop an understanding of how digital marketing principles and strategies are used to achieve marketing, management, and business objectives.
- Identify ways in which marketing practices evolve within a digital framework and integrate digital components into a comprehensive marketing plan.
- Conduct research on contemporary issues in digital marketing and apply statistical reasoning toward forming research findings.
- Predict and convey to various audiences emerging technology trends and manage their impact on marketing strategies.
- Identify and assess the legal and ethical aspects of the digital medium and form approaches for navigating these components.
- Devise targeted marketing strategies in a digital framework and determine the measurements and metrics to be used for continual analysis.
- Develop, analyze and design basic web sites geared toward the goals of effective marketing, advertising, public relations, and ecommerce.
- Analyze companies' search engine performance strategies and identify optimal solutions to maximize return on investment.
- Formulate digital marketing communications to promote customer relationships, enhance brand image, and expand market reach.

## Instructional Delivery

The BSDM is an online program. Courses are eight weeks in length, and there are six sessions each year. The BSDM is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that NEIB students are primarily working adults, the average program completion is five (5) years or thirty (30) eight week terms.

## BSDM General Education ..... 42 credits

**English** .....6  
 ENG 101\* English Composition I  
 ENG 201 English Composition II

**Critical Thinking and Literacy** .....6  
 INF 101 Information Literacy for College Success  
 (Required as first course at NEIB)  
 PHI 101 Critical Thinking

**Arts & Humanities** .....6  
*Choose two:*  
 ART 301 Art History & Appreciation  
 ENG 305 American Literature  
 ENG 405 British Literature  
 HIS 201 US History Since 1900

**Social Science** .....6  
*Choose two:*  
 ECO 101 Economics and Society  
 PSY 250 Psychology  
 POL 250 Political Science  
 SOC 250 Sociology

**Mathematics** .....6  
 MAT 103\* Business Math  
 MAT 205 College Algebra

**Communication** .....6  
 COM 201 Business Writing & Communication  
 COM 301 Interpersonal and Organizational Communication

**Natural Science** .....6  
 SCI 281 Environmental Science  
 SCI 301 Anatomy & Physiology

\* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG 099 Fundamentals of English and MAT 099 Fundamentals of Math with a grade of "C" or higher, to be placed in ENG 101 English Composition I and MAT 103 Business Math, respectively



**Program chair:** Dr. Christopher Weir, EdD, MA  
• Christopher.Weir@cambridgecollege.edu

(All courses @ 3 credits except as noted.)



**Continued** → **Bachelor of Science in Digital Marketing (BSDM)**

**Core Curriculum** .....42 credits

- ACC 201 Accounting I (Prerequisite: MAT 103)
- ACC 202 Accounting II (Prerequisite: ACC 201)
- DMK 205 Digital Marketing
- DMK 230 Data Analysis, Metrics & Measurement of Digital Marketing
- DMK 301 Laws, Ethics, & Social Responsibility in a Digital Age
- MGM 201 Principles of Management
- MGM 225 Human Resources
- MGM 301 Research Methods
- MGM 305 Organizational Behavior
- MGM 401 Operations Management
- MIS 205 Management Information Systems
- MKT 210 Principles of Marketing
- MKT 305 Consumer Behavior
- MGM 450 BS Senior Capstone

**If not selecting a concentration** ..... 36 credits

- MAT305 Statistics
- ECO Choose one Economics course*
- MGM215 Leadership and Management
- MGM410 Strategic Planning & Decision Making
- MKT301 Marketing Research
- Electives Choose 7 DMK, MKT, or SEM courses*

**Concentrations** .....36 credits

**Strategic Marketing**

- MAT 305 Statistics
- ECO Choose one Economics course*
- MGM 215 Leadership & Management
- MGM 410 Strategic Planning & Decision Making
- MKT 301 Marketing Research
- DMK 350 Cause Marketing
- DMK 410 Global Strategies in Digital Marketing
- DMK 340 Search Engine Optimization
- Electives Choose four business electives*

**Virtual Marketing**

- MAT 305 Statistics
- MGM 215 Leadership & Management
- MGM 410 Strategic Planning & Decision Making
- DMK 420 Mobile Marketing
- DMK 210 Viral Marketing & Digital Presence
- DMK 305 Digital Advertising
- DMK 315 Online Content Marketing & Consumer Behavior
- DMK 330 Target Marketing & Social Optimization
- Electives Choose four business electives*

**Marketing Analytics**

- MAT 305 Statistics
- ECO Choose one Economics course*
- MGM 215 Leadership & Management
- MGM 410 Strategic Planning & Decision Making
- MKT 301 Marketing Research
- DMK 315 Online Content Marketing & Consumer Behavior
- DMK 330 Target Marketing & Social Optimization
- DMK 428 Digital Marketing, Big Data & Web Analytics
- Electives Choose four business electives*

(All courses @ 3 credits except as noted.)

# Bachelor of Science in Healthcare Administration (BSHCA)

• CIP 5107 • 120 credits

## Program Description

The Bachelor of Science in Healthcare Administration (BSHCA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in leadership and management in the healthcare industry. In this program, students will develop an understanding of the essential aspects of healthcare management through courses in healthcare finance, healthcare management, and the healthcare industry. Those students who enter the BSHCA program should be well-prepared with the fundamentals in General Education and core 100 and 200 level healthcare and business courses.

## Program Outcomes

- Explain and compare the organizational elements, structure, performance, terminology, and delivery modalities for the U.S. and global healthcare systems.
- Analyze the structure and interdependence of healthcare system elements and issues using critical thinking to formulate innovative system designs that improve healthcare delivery.
- Create policy and processes and execute decisions in compliance with the legal, regulatory, and ethical considerations inherent in managing healthcare systems and organizations.
- Integrate concepts of ethics, privacy, law, and regulation to achieve optimal organizational effectiveness while adhering to the professional values and standards of the healthcare industry.
- Communicate and present data, ideas, and concepts in healthcare administration in a clear and effective fashion.

## Instructional Delivery

The BSHCA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSHCA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that NEIB students are primarily working adults, the average program completion is five (5) years or thirty (30) eight week sessions.

**Interim Program chair:** Lydia Cavieux, M.P.A., R.H.I.T.

- Lydia.Cavieux@cambridgecollege.edu

## BSHCA General Education ..... 42 credits

### English ..... 6

ENG 101\* English Composition I

ENG 201 English Composition II

### Critical Thinking and Literacy ..... 6

INF 101 Information Literacy for College Success  
(Required as first course at NEIB)

PHI 101 Critical Thinking

### Arts & Humanities ..... 6

*Choose two:*

ART 301 Art History & Appreciation

ENG 305 American Literature

ENG 405 British Literature

HIS 201 US History Since 1900

### Social Science ..... 6

*Choose two:*

ECO 101 Economics and Society

PSY 250 Psychology

POL 250 Political Science

SOC 250 Sociology

### Mathematics ..... 6

MAT 103\* Business Math

MAT 205 College Algebra

### Communication ..... 6

COM 201 Business Writing & Communication

COM 301 Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281 Environmental Science

SCI 301 Anatomy & Physiology

\* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG 099 Fundamentals of English and MAT 099 Fundamentals of Math with a grade of "C" or higher, to be placed in ENG 101 English Composition I and MAT 103 Business Math, respectively.

**Continued** 

(All courses @ 3 credits except as noted.)

**Continued** → **Bachelor of Science in Healthcare Administration (BSHCA)**

**Core Curriculum** .....42 credits

- ACC 203 Financial Statements for Managers
- MGM 201 Principles of Management
- MGM 225 Human Resources
- MGM 250 Business Ethics
- MGM 301 Research Methods
- MIS 205 Management Information Systems
- HCA 101 Medical Terminology
- HCA 150 Essentials In US Healthcare
- HCA 300 Legal Aspects of Healthcare
- HCA 310 Healthcare Policy & Reform
- HCA 315 Fundamentals of Electronic Health Records
- HCA 400 Financial Management for Healthcare
- HCA 410 Organization and Management in Healthcare
- HCA 450 Healthcare Administration Capstone

**If not selecting a concentration** ..... 36 credits

*Choose 12 business electives*

**Concentrations** .....36 credits

**Healthcare Reimbursement**

- MGM 305 Organizational Behavior
- MGM 401 Operations Management
- HCA 210 Medical Law & Ethics
- MED 150 Introduction to Medical Coding
- MED 155 Diagnosis Coding: ICD-10-CM
- MED 165 Procedure Coding: ICD-10-CM
- MED 175 CPT Ambulatory Procedures Coding
- MED 215 Practical Medical Billing & Reimbursement Procedures

*Electives Choose four business electives*

**Medical Office Administrator**

- MGM 305 Organizational Behavior
- MGM 401 Operations Management
- HCA 210 Medical Law & Ethics
- MED 180 Medical Billing & Reimbursement
- MED 160 Medical Office Procedures
- MED 184 Medical Insurance Procedures
- MED 200 Electronic Health Information Systems
- HCA 405 Introduction to Long-Term Care

*Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



# Bachelor of Science in Quality Systems & Improvement Management (BSQSM)

• CIP 5202 • 120 credits

## Program Description

The BSQSM teaches theory that is critical to the discipline while also emphasizing the direct application of what students learn. The BSQSM program emphasizes performance-based education where students acquire the critical knowledge and skills to analyze business practices; create comprehensive plans focused on tangible return on investment, and measure the effectiveness and efficiency of these plans. Since the vast majority of BSQSM students are working in their field, they are then able to apply what they learn to their workplaces, both immediately and over the lifespan of their careers in ways highly akin to other NEIB academic programs.

The skills taught in the BSQSM program can be applied to improve the efficiency and effectiveness of the operation in a range of organizations and industries, including but not limited to healthcare, finance, manufacturing, military, and government. The BSQSM provides strong, metrics- and outcomes-based education for entry-level professionals that resonates well with careers in government and military as well as a wide range of business fields.

A Business Project is incorporated in the Capstone courses. Students will demonstrate tangible learning outcomes predicated on improvements in the effectiveness of systems and efficiency of operations. The Capstone project will work through Lean Six Sigma processes and follow the DMAIC (Define, Measure, Analyze, Improve, Control) process. The Capstone projects are based on the Lean Six Sigma Green Belt (LSSGB) Body of Knowledge (BOK) as defined by the American Society for Quality (ASQ). The Capstone project offers a high-impact, experiential learning opportunity for the students.

## Program Outcomes

The Program Learning Outcomes for the BSQSM program are:

- Communicate effectively and engage all participants in key projects.
- Operate effectively and contribute to process improvement within team dynamics.
- Define process-based problems and identify opportunities for improvement.
- Identify and collect baseline data with respect to current process performance.
- Analyze current process performance data and determine best practices.
- Recommend appropriate options for improvement and support the development of pilot solutions and implementation plans.
- Determine performance measures and reviews necessary to monitor/control the improved process.

**Program chair:** John Beirne, MSQSM

- John.Beirne@cambridgecollege.edu

## Instructional Delivery

The BSQSM is an online program. Courses are eight weeks in length, and there are six sessions each year. The BSQSM is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that NEIB students are primarily working adults, the average program completion is five (5) years or thirty (30) eight week terms.

### BSQSM General Education ..... 42 credits

**English** ..... 6

ENG 101\* English Composition I

ENG 201 English Composition II

**Critical Thinking and Literacy** ..... 6

INF 101 Information Literacy for College Success  
(Required as first course at NEIB)

PHI 101 Critical Thinking

**Arts & Humanities** ..... 6

*Choose two:*

ART 301 Art History & Appreciation

ENG 305 American Literature

ENG 405 British Literature

HIS 201 US History Since 1900

**Social Science** ..... 6

*Choose two:*

ECO 101 Economics and Society

PSY 250 Psychology

POL 250 Political Science

SOC 250 Sociology

**Mathematics** ..... 6

MAT 103\* Business Math

MAT 205 College Algebra

**Communication** ..... 6

COM 201 Business Writing & Communication

COM 301 Interpersonal and Organizational Communication

**Natural Science** ..... 6

SCI 281 Environmental Science

SCI 301 Anatomy & Physiology

\* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG 099 Fundamentals of English and MAT 099 Fundamentals of Math with a grade of "C" or higher, to be placed in ENG 101 English Composition I and MAT 103 Business Math, respectively.

(All courses @ 3 credits except as noted.)





Continued

# Bachelor of Science in Quality Systems & Improvement Management (BSQSM)

## Core Curriculum .....42 credits

ACC 201	Accounting I (Prerequisite: MAT 103)
ACC 202	Accounting II (Prerequisite: ACC 201)
MGM 201	Principles of Management
MGM 225	Human Resources
MGM 301	Research Methods
MGM 305	Organizational Behavior
MGM 401	Operations Management
MIS 205	Management Information Systems
MKT 210	Principles of Marketing
PJM 210	Introduction to Project Management
QSM 210	Quality Systems Management
QSM 345	Performance-Based Management & Benchmarking
QSM 475	Introduction to Financial Systems Management
QSM 480	BSQSM Senior Capstone

---

## Concentration (required).....36 credits

### Business

MAT 305	Statistics
<i>ECO</i>	<i>Choose one Economics course</i>
MGM 215	Leadership & Management
MGM 410	Strategic Planning & Decision Making
HRM 250	Effective Workplace Training & Development
INB 320	International Supply Chain & Logistics Management
MGM 415	International Business Management
QSM 408	Special Topics in Quality Management
<i>Electives</i>	<i>Choose four business electives</i>

(All courses @ 3 credits except as noted.)



Undergraduate Professional Development Certificate

# Digital Marketing Certificate

• CIP 5215 • 21 credits

## Program Description

The field of Digital Marketing has emerged and exploded as everyone and everything goes online. It is a very exciting, yet challenging, time for business professionals as they struggle to embrace innovative marketing strategies and new digital technologies in order to engage online audiences, cultivate digital opportunities and achieve a competitive advantage. Those individuals who understand the emerging trends and can leverage the power of mobile devices, social networks, graphic design, and the interactive Web are in high demand in the marketplace.

A certificate in Digital Marketing combines hands-on technical application, business theory, and best practices. The Certificate in Digital Marketing is uniquely designed for career professionals interested in understanding the role of digital media in business. Students will take one foundation course which will introduce current trends in social media, web analytics, mobile, content, email marketing, online automated tools, search engine optimization, digital advertising, and viral marketing. Students then have the opportunity to customize their curriculum by choosing six electives from NEIB's course listing. This allows students to select courses based on their specific professional interests and goals.

**Prerequisite:** Pass English diagnostic exam or Fundamentals of English.

## Program Outcomes

- Develop an understanding of how digital marketing principles and strategies are used to achieve marketing, management, and business objectives.
- Identify ways in which marketing practices evolve within a digital framework and integrate digital components into a comprehensive marketing plan.
- Conduct research on contemporary issues in digital marketing and apply statistical reasoning toward forming research findings.
- Devise targeted marketing strategies in a digital framework and determine the measurements and metrics to be used for continual analysis.
- Develop, analyze and design basic web sites geared toward the goals of effective marketing, advertising, public relations, and e-commerce.
- Analyze companies' search engine performance strategies and identify optimal solutions to maximize return on investment.
- Formulate digital marketing communications to promote customer relationships, enhance brand image, and expand market reach.

## Digital Marketing Curriculum .....21 credits

This seven-course certificate includes one required course and six electives.

### Required course .....3

DMK 205 Digital Marketing

### Digital Marketing Electives .....18

*Choose six:*

- DMK 210 Viral Marketing and Digital Presence
- DMK 230 Data Analysis, Metrics and Measurement of Digital Marketing
- DMK 301 Laws, Ethics and Social Responsibility in a Digital Age
- DMK 305 Digital Advertising
- DMK 315 Online Content Marketing and Consumer Behavior
- DMK 330 Targeted Marketing and Social Optimization
- DMK 340 Search Engine Optimization
- DMK 401 Fundamentals of Web Design
- DMK 405 Emerging Trends in Digital Marketing
- DMK 410 Global Strategies in Digital Marketing
- DMK 420 Mobile Marketing
- DMK 428 Digital Marketing, Big Data, and Web Analytics
- DMK 450 Digital Marketing Capstone

(All courses @ 3 credits except as noted.)

Undergraduate Professional Development Certificate

# Basic Accounting Certificate

• CIP 5203 • 21 credits

## Program Description

This Undergraduate Certificate is designed to prepare learners with accounting basics. Students will take seven introductory courses in this program to earn a certificate while simultaneously completing the prerequisites requirements.

The Certificate in Accounting - Basic was designed for individuals with entry-level industry experience and little or no undergraduate level course work in accounting. This certificate will appeal to those who are just entering the field as well as those who want to shift their career path into accounting.

**Prerequisite:** Pass Math and English diagnostic exam or Fundamentals of English and Fundamentals of Math.

## Program Outcomes

Successful completion of this certificate program is designed to prepare the student to:

- Compare and contrast banking and finance from both a historical and a contemporary perspective.
- Apply basic management and mathematic concepts to solve problems and inform decisions
- Use accounting terminology to explain the process by which transactions are analyzed and transformed into financial statements.
- Examine and apply laws and regulations relating to business and accounting issues.
- Prepare budgets to assist management in decision-making.
- Analyze financial statements, including balance sheet, income statement, cash flow, and reconciliation of retained earnings statements.
- Determine whether a company's current performance trends are indicative of its future financial viability.

## Basic Accounting Curriculum .....21 credits

This seven-course certificate includes the following three-credit courses:

ACC 201	Accounting I
ACC 202	Accounting II
ACC 203	Financial Statements for Managers
ACC 205	Managerial/Cost Accounting.
FIN 201	Principle of Financial Services

Choose two courses from ACC, BNK, FIN, MGM or INB

Undergraduate Professional Development Certificate

# Intermediate Accounting Certificate

• CIP 5203 • 21 credits

## Program Description

This certificate is designed to provide students with the knowledge, skills, and abilities needed to identify industry trends and evaluate the impact of those trends at a corporate and industry level. It is also intended to enhance accounting proficiencies and provide students with the ability to develop corporate level financial documents, as well as the ability to critically analyze and synthesize information found in complex accounting and financial reports. Ethical decision-making, as it relates to financial reporting, is an integral theme of this program.

The Intermediate Accounting certificate was designed for individuals with 3-5 years of experience and/or undergraduate level course work in accounting and finance. Students will have met course prerequisites (Accounting I and Accounting II and College Algebra) prior to enrolling in this certificate. This certificate will appeal to those who want to shift their career path into accounting and finance within the financial services industry as well as those who are currently employed in the industry and require advanced skills to move into higher level management positions.

## Program Outcomes

Successful completion of this certificate program is designed to prepare the student to:

- Research, analyze, and prepare corporate level reports and financial statements according to GAAP.
- Apply accounting and finance concepts and principles to the corporate financial structure.
- Prepare reports pertaining to long-term investments, tangible and intangible assets.
- Evaluate accounting procedures from the perspective of a financial accountant, a trust administrator, and a manager.
- Identify the expanded product line offered via financial service markets.
- Identify and apply regulatory and compliance regulations

## Intermediate Accounting Curriculum .....21 credits

This seven-course certificate includes the following three-credit courses:

ACC 301	Intermediate Accounting 1 (Prerequisite: ACC 202)
ACC 302	Intermediate Accounting 2 (Prerequisite: ACC 301)
ACC 303	Federal Income Tax
ACC 206	Accounting Information Systems
ACC 401	Advanced Accounting & Reporting
FIN 305	Corporate Finance
FIN 401	Investment Management

(All courses @ 3 credits except as noted.)

# Undergraduate Course Descriptions

New England Institute of Business  
at Cambridge College

## General Education

### **ART 301 Art History and Appreciation - 3 credits**

Prerequisite: ENG201. This course examines the meaning, purpose, function, and classification of art and architecture. The course assesses visual elements and principles of design necessary for creating art and the materials and techniques employed in making two- and three-dimensional artworks. The course covers art-specific vocabulary, methods of interpretation of art and major artistic and architectural achievements in the history of Western culture. Students will examine well-known works of art and architecture through the study of content, technique, form, and purpose as they relate to art and architecture. Students will learn to apply critical thinking in assessing, evaluating, and debating the artistic techniques and skills utilized to produce enduring works of art and architecture.

### **CAEL 100 Prior Learning Assessment Theory and Practice - 3 credits**

Prior learning assessment (PLA) is the process of earning college credit for learning that was acquired from non-classroom experiences like work, professional training, military careers, volunteering, and personal life. CAEL100 will help students identify areas of learning they may want to have evaluated for college-level equivalency. The course will also guide students through the preparation and compilation of all components required for the evaluation of a portfolio or prior learning through LearningCounts.org. Students will use critical reflection skills to rethink the value of their learning and its implications for future learning. Adult learning theory, models, and concepts will be discussed and applied to case studies. CAEL 100 is facilitated by an instructor who provides guidance for the student in preparing his or her portfolio-based request for credit.

### **COM 201 Business Writing and Communication - 3 credits**

Business Writing and Communication is designed to help students understand the communication process in both personal and workplace settings. Content is organized to aid in the development of clear, concise, practical, and ethical business and real-world communication pieces. Students walk through a case study to practice applying the skills of business writing and in the process utilize and select appropriate channels for communication, including email, memo, letters, reports, PowerPoint, websites, press releases, and social media channels.

### **COM 301 Interpersonal & Organizational Communication - 3 credits**

The purpose of this course is to examine how we perceive ourselves and others, how we use the information we gather about self and others to guide our interactions and the essential role of communication in the development and maintenance of human relationships. The goal of this course is to provide students with a better understanding of some of the factors affecting communication in relationships and to appreciate the impact of communication on our relational lives. In this course, students will gain a theoretical and practical understanding of human communication processes and learn strategies to improve interpersonal communication skills.

### **COM 401 Intercultural Communications - 3 Credits**

In a globalized world where different cultures continuously intersect, understanding intercultural communication has become vital for both everyday life and business interactions. This course will explore the dynamics of cross-cultural communication and the meaning of cultural identity and its undercurrents. The course will demonstrate how to be inclusive of others through encouraging cultural sensitization and will show how to creatively address miscommunication obstacles. We will discuss the challenges that face multi-national corporations when working in and with different cultures. We will be watching videos and reading stories and discussing scenarios of different cultures, thinking of our own prejudices and pre-determined misconceptions. By the end of the course we will be able to recognize cultural differences in body language and other cultural tell-tales that could help students engage in cross-cultural communication.

### **ECO 101 Economics and Society - 3 credits**

This course emphasizes how events and developments in the economy can affect the market and financial decisions of business. The course provides students with an overview of the fundamental concepts and theories related to economic development from the Middle Ages to the Twenty-First Century. Students will learn a balanced perspective on how the economy has developed and how that economy influences society and how society influences the economy. The course explores and analyzes the role of past economic trends and dynamics and employment and income inequalities that continue to challenge global society, market economies, and governments, especially our own. Students will also learn key terminology and how to illustrate economic principles and elements of business from an economic viewpoint.

### **ECO 201 Macroeconomics - 3 credits**

This is a three-credit course that will develop a working knowledge of the principle concepts and theories in macroeconomics. In this day of rapid and dynamic change, economic issues underlie much of the political, social, cultural, and military turmoil throughout the world. In this course, economic theory and analysis are related to the world reality. Thus, the student can apply what is being learned to assist in making prudent judgments regarding various current economic issues, even though they may have social and political overtones.

### **ECO 202 Microeconomics - 3 credits**

The purpose of this course is to develop a working knowledge of the principle concepts and theories in microeconomics. This part of economics is concerned with the interrelationships of the individual business firms, industries, consumers, laborers, and other factors of production that make up a modern economy. This course involves three main elements:

- How the private interests of the countless individuals who constitute a modern economy are related to the economic interests of society as a whole.
- The theory of pure competition from the point of view of its overall structure questioning interdependence and efficiency.
- The applicability of theoretical structure to modern industrial realities.



**ENG 099 Fundamentals of English - 3 credits**

Prerequisite: Entrance/Placement Exam. Successful completion of this course with a grade of “C” or better is required in order to move forward in the undergraduate program. The purpose of this course is to provide students with a solid foundation in grammar, writing, and essay techniques. Students will identify parts of speech and learn to write compelling and grammatically correct sentences and paragraphs. Students will learn and apply the steps of the writing process through the use of various materials including exercises from [www.mywritinglab.com](http://www.mywritinglab.com). Students will learn about proper writing style, pattern types, as well as strategies and guidelines for writing an effective essay. Please note: This is a pre-college-level course and does not award credit that can count toward graduation requirements.

**ENG 101 English Composition I - 3 credits**

Prerequisite: . . . . Placement Exam; Pass Fundamentals of English with a “C” or higher; or Permission of the College. The purpose of this course is to provide students with a solid foundation in writing and research techniques. Students will learn and apply the steps of the writing process. They will identify essay components and learn to write compelling and grammatically correct paragraphs. Writing style, pattern types, as well as strategies and guidelines for writing an effective research paper will be evaluated. Students will write an effective and grammatically correct research paper as a final project in this course.

**ENG 201 English Composition II - 3 credits**

Prerequisite: ENG101 English Composition I. The purpose of this course is to build upon writing and research skills learned in English Composition I. Students will apply research strategies and methods for finding information and implement the steps of the writing process and appropriate research and citation methods to write research essays and papers. Students will learn to further utilize the APA Style in writing research essays and papers.

**ENG 305 American Literature - 3 credits**

Prerequisite: ENG201 English Composition II. This course examines the evolution of American literature from the early 1800s to our present era. It covers a variety of literary genres and the use of Literary Criticism to articulate aspects of those genres. Students will read a variety of literary works in American literature from the 19th Century to the 21st Century and will demonstrate abilities to read and analyze works as well as their own performances in the various aspects of the course. Students will read works of American authors such as Poe, Irving, Whitman, Wharton, O’Neill, Hughes, Fitzgerald, Williams, Lowell, Plath, and Sexton as well as culturally diverse American writers like Morrison and Anzaldúa. Students will be engaged on a variety of levels and will learn to analyze and critically evaluate a wide range of ideas and points of view found in the literature that will be studied. Students will be expected to participate in the various aspects of the course such as reading assignments, online discussions, written assignments, a research paper, and quizzes.

**ENG 405 British Literature - 3 credits**

Prerequisite: ENG201 English Composition II. This course examines British Literature along with its cultural and historical contexts from its Anglo-Saxon beginnings through the Twentieth Century. The course includes the reading and study of literary works such as poetry, dramas, short stories, and novels written by prominent English authors. The course is designed to actively engage students by deepening their appreciation of style, structure, and themes in literature while examining the creative process and use of figurative language in crafting selected literary works in British English Literature.

**HIS 201 US History Since 1900 - 3 credits**

Prerequisites: ENG201 English Composition II. This U.S. history course is centered upon the belief that historical events have social, economic and political consequences. The emphasis of the course relates to the relationship among historical events rather than simply a chronological study of isolated events or people. The scope and sequence of the course are designed to highlight themes, processes, and causal relationships between events in order to communicate that history is a process of continuity as well as change. Utilizing this approach will result in an increased ability to recognize and analyze the connection between historical events and present circumstances and conditions. The National Council of the Social Studies (NCSS) validates the thematic approach through its own ten thematic strands of social studies and the goal of “adopting common and multiple perspectives” on historical events.

**INF 101 Information Literacy for College Success - 3 credits**

Required as First Course in All Undergraduate Programs. The purpose of this introductory course is to prepare students to be an online learner and an information literate individual in a technological world. The course provides an understanding of NEIB’s learning technologies, support services, and necessary skills for online student success. The primary function of this course is to provide students with the necessary skills of Information Literacy which prepare students to recognize what information is needed, when it is needed and how to locate, evaluate and use it effectively. Extensive practice in using the eLibrary databases is integral in learning to be an information literate student at NEIB. The course content aligns with the national standards as established by the American Library Association and the Association of College & Research Libraries.

**MAT 099 Fundamentals of Math - 3 credits**

Prerequisite: Entrance/Placement Exam. Successful completion of this course with a grade of “C” or better is required in order to move forward in the undergraduate program. This course focuses on concepts and applications of arithmetic, including whole numbers, fractions, ratios, proportions, the decimal system, and percentages. Brief introductions to algebra, formulas, algebraic expressions and linear equations are also included. Special emphasis is placed on the application of basic math skills to common workplace problems and real-life situations. Students may be required to take MAT 099 based on the Math placement test and prior to registering for MAT 103 Business Mathematics and/or MAT 105 College Algebra. Students must pass Fundamentals of Math with a “C” or higher before enrolling in college level math courses. Please note: This is a pre-college-level course and does not award credit that can count toward graduation requirements.

**MAT 103 Business Mathematics - 3 credits**

Prerequisite: . . Placement Exam; Pass Fundamentals of Mathematics with a “C” or Higher, or Permission of the College. This course applies math fundamentals to business applications. Topics include a basic math review, business statistics, profit calculations, payroll, banking, interest calculations, insurance, taxes, and other business topics.

**MAT 205 College Algebra - 3 credits**

Prerequisite: None; Business Math Strongly Recommended. This course focuses on algebraic concepts essential for success in the workplace and other courses. Using real-world examples and applications, students practice fundamental operations with number systems, formulas, algebraic expressions, and linear equations. This course also explores problems involving factoring, inequalities, exponents, radicals, linear equations, functions, quadratic equations, and graphs.



### **MAT 305 Statistics - 3 credits**

Prerequisite: MAT205 College Algebra or equivalent. This course covers basic statistical concepts and theories, as well as the application of statistical methods. The topics include the collection, organization, summary, and description of data, basic probability theories, normal distribution, sampling distributions, confidence interval estimation, hypothesis testing techniques, and regression-correlation analysis.

### **PHI 101 Critical Thinking - 3 credits**

Prerequisite: ENG201 English Composition II. The purpose of this course is to provide a basic knowledge of the art and discipline of critical thinking. Students will learn the various critical thinking standards and concepts including effective critical thinking, problem solving, logical reasoning, comparative reasoning, issue analysis and the application of critical thinking standards and strategies to determine and solve practical and theoretical problems. Students will explore the application of critical thinking concepts to real world situations in an effort to understand the critical thinking process. They will develop an ability to critically analyze the formulation and posing of questions to promote well-reasoned arguments on a variety of important topics.

### **POL 250 Political Science - 3 credits**

Prerequisite: ENG201 English Composition II. This course is designed to give students a basic introduction to the academic discipline known as political science. This course presents students with a broad overview of key components of political science. Many subfields of political science exist, and this course will not go into them but instead focus on how political science shapes political, economic, and social relationships in the United States. Students are encouraged to critically examine how these relationships develop. The weekly discussions allow for students to engage with people from a variety of viewpoints and help each other identify the principles that underpin different political viewpoints in the United States.

### **PSY 250 Psychology - 3 credits**

Prerequisite: ENG201 English Composition II. The purpose of this course is to introduce human behavior. It includes the study of the theories and concepts of psychology including the scope of psychology, biological foundations and the brain, sensation, perception, motivation, personality, learning/memory, emotion, states of consciousness, personality theories, cognition, life-span development, and applied psychology.

### **SCI 280 Environmental Science and Lab - 4 credits**

The objective of this course is to develop an understanding of how the natural world works, how it affects us as humans and how we influence it. Through this study, students will increase their understanding of the major environmental issues impacting the world today and our future generations.

### **SCI 281 Environmental Science - 3 credits**

The objective of this course is to develop an understanding of how the natural world works, how it affects us as humans and how we influence it. Through this study, students will increase their understanding of the major environmental issues impacting the world today and our future generations.

### **SCI 301 Anatomy and Physiology - 3 credits**

This course provides the student with a comprehensive examination of the human body. Emphasis is on how the body is organized, its support and maintenance system, control, and continuity. The course is a survey of the structure and function of the human organ systems.

### **SOC 250 Sociology - 3 credits**

Prerequisite: ENG201 English Composition II. This course is designed to give students a basic introduction to the academic discipline of sociology. This course presents students with a broad overview of key components of sociological theory in selected subfields. This course focuses on how social structures create norms and values that are shaped by an individual's historical and biographical narrative. As you are well aware, a variety of social perspectives inform how we participate in social structures. You are encouraged to critically examine how norms and values shape this participation. The weekly discussions allow students to engage with people from a variety of viewpoints and help each other identify the principles that underpin different sociological theories. The weekly assignments allow students to engage in each week's topic with more detail and receive feedback on how well the material is integrated in the answer to the assignment question.

## **Core Courses**

### **ACC 201 Accounting I - 3 credits**

Prerequisite: MAT103 Business Mathematics Strongly Recommended. The purpose of this course is to enable students to develop a basic understanding of fundamental accounting concepts and practices. The course focuses on basic accounting concepts and techniques needed to interpret and use financial information in managing and analyzing business operations.

### **ACC 202 Accounting II - 3 credits**

Prerequisite: ACC 201 Accounting I. Students will continue to develop a basic understanding of fundamental accounting concepts and practices. Students will also be introduced to fundamental managerial accounting concepts and practices and will learn to interpret and use internal financial information in the management and analysis of business operations.

### **ACC 203 Financial Statements for Managers - 3 credits**

Prerequisites: MAT103 Business Math. This course will enable the student to understand and apply the fundamental tools necessary to effectively analyze a business' financial condition. The financial analysis process is approached from an analyst's point of view. You will learn how to determine the composition and quality of financial statement information; how to analyze the balance sheet, income statement, cash flow statement, and reconciliation and retained earnings statement; how to spread statements to ensure efficient and consistent financial statement analysis; how to calculate and apply commonly used ratios, including industry comparable, to assess a business' financial condition and determine its capacity to repay debt.

### **ACC 205 Managerial/Cost Accounting I - 3 credits**

Prerequisites: ACC201 Accounting I; ACC202 Accounting II Strongly Recommended. Managerial Accounting will focus on providing information to managers, those inside an organization who direct and control a company's operations. In contrast, financial accounting [Accounting I and II and Intermediate Accounting] is concerned with providing information to stockholders, creditors, and others who are outside an organization. Managerial Accounting provides the essentials that are needed to run organizations. We will reinforce previously learned concepts and consider the same concepts in practical applications. Subjects will include some familiar topics and some unfamiliar topics. The course objective is to look at accounting from the manager's perspective rather than the practicing accountant perspective and to focus on cost, cost analysis and costing systems, including budgeting and to enable managers to manage more effectively.

**ACC 206 Accounting Information Systems - 3 credits**

Prerequisites: ACC202 Accounting II or Permission of the College. The Accounting Information Systems course is designed to help the student understand and identify key concepts and components to an accounting information system, including information data flow, information system architecture, business continuity, and roles of accountants within the information system. Additionally, accounting software systems will be examined.

**ACC 301 Intermediate Accounting I - 3 credits**

Prerequisites: ACC202 Accounting II or Permission of the College. Intermediate accounting introduces students to a more in-depth examination of accounting theory. The major areas covered in this course include the role of accounting as an information system and economic resources. Finally, the key differences between U.S. GAAP and International Financial Reporting Standards (IFRS) are covered.

**ACC 302 Intermediate Accounting II - 3 credits**

Prerequisites: ACC301 Intermediate Accounting I. Intermediate accounting II continues the exploration of advanced topics in accounting theory. The major areas covered in this course include the accounting for property, plant and equipment, investments, current liabilities, and shareholders' equity. Preparing the advanced cash flow statement is also explored in this course.

**ACC 303 Fundamentals of Taxation - 3 credits**

Prerequisites: ACC201 Accounting I. This course examines the federal tax structure with an overview of personal and corporate tax requirements. Topics covered in the course include the analysis and preparation of individual tax forms including the 1040 and the most common supporting schedules. In addition, this course utilizes the Internal Revenue Code to illustrate the most common corporate tax forms.

**ACC 305 Managerial/Cost Accounting II - 3 credits**

Prerequisites: ACC205 Managerial/Cost Accounting I. Managerial Accounting will focus on providing information to managers, those inside an organization who direct and control a company's operations. In contrast, financial accounting [Accounting I and II and Intermediate Accounting] is concerned with providing information to stockholders, creditors, and others who are outside an organization. Managerial Accounting provides the essentials that are needed to run organizations. We will reinforce previously learned concepts and consider the same concepts in practical applications. Subjects will include some familiar topics and some unfamiliar topics. The course objective is to look at accounting from the managers' perspective rather than the practicing accountant perspective and to focus on cost, cost analysis, and costing.

**ACC 310 Computer Accounting with QuickBooks - 3 credits**

Prerequisite: ACC201 Accounting I & ACC202 Accounting II. The Computer Accounting with QuickBooks is designed to help the student understand the QuickBooks program offered by Intuit. Students will learn to manage payroll, inventory, sales, and other needs that are required in a small business organization. The purpose of this course is to teach the student to successfully navigate and use QuickBooks online. Students will be qualified at the completion of this course to take the QuickBooks Pro certification through Intuit.

**ACC 401 Advanced Accounting & Reporting - 3 credits**

Prerequisite: ACC302 Intermediate Accounting II. Advanced Accounting & Reporting presents an in-depth analysis of advanced accounting topics. The course discusses the accounting theory and practice regarding partnerships, non-profit and governmental entities, business combinations and consolidated financial statements, effects of foreign currencies, reporting requirements of business segments, and international accounting standards.

**ACC 402 Auditing I - 3 credits**

Prerequisite: ACC302 Intermediate Accounting II. This course introduces students to the principles, standards, and procedures of a financial statement audit. Topics discussed include professional ethics and legal responsibilities of auditors, the development of a risk-based audit program, accumulating audit evidence, and reporting in accordance with generally accepted auditing standards.

**ACC 403 Auditing II - 3 credits**

Prerequisite: ACC402 Auditing I. This course furthers the students knowledge on the application of auditing principles, standards and procedures. Topics explore the internal audit process and the follow up requirements by an organization after an audit has been complete.

**ACC 410 Government and Nonprofit Accounting - 3 credits**

Prerequisite: ACC302 Intermediate Accounting II. This course introduces the students to the principles, standards, and procedures of financial statements for governmental and nonprofit organization. Yellow book, A-133 audits, and the IRS 990 are some of the topics which are covered in this course.

**ACC 450 BSA Senior Capstone - 3 credits**

Prerequisite: Completion of 111 Credits in the BSA Program and Required for Graduation. This Senior Capstone course is designed to challenge and further develop a student's synthetic knowledge of accounting. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring and research in specific problematic areas of accounting. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course.

**BNK 201 Principles of Banking - 3 credits**

This course provides students with an overview of the history, purpose, and functions of banking. The course focuses on how banks serve the financial needs of individuals, businesses, and government in today's competitive environment. Students will compare financial services offered through traditional banking institutions with other financial intermediaries. Topics will include: Introduction & Evolution of Banking, The Federal Reserve as the Central Bank of the U.S., Deposits, Negotiable Instruments/Payments, Customer Service & Sales, Non-Traditional Bank Products & Services, Lending, Bank Investments & Profitability Management, and Safeguarding Customer Assets.

**BNK 301 Consumer Credit - 3 credits**

Prerequisite: BNK201 Principles of Banking. The purpose of this course is to present consumer-lending basics including regulations, credit policy, operations, loan closings and loan servicing, product knowledge, and the decision-making process. The focus is on how to make an appropriate consumer loan by using a decision-making process which includes interviewing, investigating and knowing various loan products. Includes lecture material and related case studies for students to develop fundamental credit skills and sound lending judgment.

**BNK 405 Contemporary Regulatory Issues - 3 credits**

Prerequisite: BNK201 Principles of Banking. This course is designed to provide a broad understanding of the philosophy, history and context or regulations and regulatory agencies within various industries, including, but not limited to financial services. Students will evaluate and assess the external role of the compliance process, including federal, state, and local regulatory agencies. Students will study the complex regulatory environment that has recently grown in an effort to safeguard the public's personal information and prevent abuse within various industries.

**DMK 205 Digital Marketing - 3 credits**

The field of Digital Marketing has emerged and exploded as everyone and everything goes online. It is a very exciting time for businesses and marketers as they struggle to embrace innovative marketing strategies and new digital technologies in order to engage online customers and audiences. This course is designed to introduce students to emerging trends and demonstrate how businesses may leverage the power of marketing via mobile devices, social networks, graphic design, and the Web. It examines the evolution of marketing from traditional-based platforms to the integration of digital media and platforms. Students are introduced to digital marketing tools, techniques, and strategies used by businesses to reach online audiences and engage followers. Students will also become familiar with the common vernacular and critical considerations needed to apply digital marketing approaches and manage a digital presence.

**DMK 210 Viral Marketing and Digital Presence - 3 credits**

This course investigates the potential impact of viral marketing to expand brand awareness and engender community involvement in defining the service/brand among communities and beyond. A key focus will be on the evolution of viral marketing from grassroots to digitally pervasive tactics. Students will explore the diverse and evolving ways in which social networking sites lend themselves to innovative and influential marketing techniques. Also under examination will be the ethical considerations to identify and examine when planning a viral marketing/advertising campaign.

**DMK 230 Data Analysis, Metrics and Measurement of Digital Marketing - 3 credits**

In this course, students will examine techniques used to measure the impact and effectiveness of digital marketing and advertising practices and strategies. A key focus will be on the type of metrics commonly focused upon in the analysis of marketing approaches. Students will study ways in which online and digital platforms have changed the assessment of marketing strategy. Under investigation will be measurements, such as return on investment, cost-benefit analyses, media reach and response rates, and consumer satisfaction. These measurements will be considered in tandem with a survey of targeted marketing/advertising strategies that are possible with new and emerging social media frameworks.

**DMK 301 Laws, Ethics and Social Responsibility in a Digital Age - 3 credits**

As the digital environment separates marketers from consumers, the necessity to engender trust in this complex environment increases. This course will examine the unique challenges businesses face in an online marketing platform ranging from disclosure to privacy rights. A major focus of this course will be how to consider brand reputation and consumer trust through ethical decision-making. Students will consider the impact of technology, access, and social factors in digital marketing. This course will also examine the laws that govern usage of digital media from both an end- consumer and from a business perspective.

**DMK 305 Digital Advertising - 3 credits**

Prerequisite: MKT 210 Principals of Marketing. The nature of advertising is dramatically changing in the evolving digital business framework. In this course, students will gain an overall understanding of the role played by advertising within the marketing strategy. The primary focus of this course will be to study the impact of digitally-based advertising practices on areas, such as: creative strategy; content development; ad placement and frequency; cost analysis; and media partnerships. Students will study what makes an ad campaign effective and how to leverage the Internet and social media to enhance impact and reach.

**DMK 315 Online Content Marketing and Consumer Behavior - 3 credits**

With the transition of marketing to a dynamic, interactive digital environment, content marketing has replaced traditional marketing campaigns as a means to attract and retain customers by consistently creating and curating relevant and valuable content with the intention of changing or enhancing consumer behavior. Students will examine how content and context influence the motivations and buying behavior of consumers. Under consideration will be how the increasingly interactive environment changes the relationship between the consumer and marketer. A key focus of this course will be on how create content and deliver it in a context that can leverage opportunities to influence consumer behavior.

**DMK 330 Targeted Marketing and Social Optimization - 3 credits**

Targeted Marketing and Social Optimization is designed to teach students how they can navigate the complex world of social communications using highly targeted techniques to generate business and gain attention from their audiences.

**DMK 340 Search Engine Optimization - 3 credits**

This course explores how search engine optimization (SEO) is employed as an integral component of digital marketing and advertising strategies. Under investigation will be how these web-searching tools are used to increase web traffic, enhance product/service visibility and leverage a competitive advantage. The class will demonstrate ways to analyze and devise key search strategies and integrate these assets into an overall marketing plan. A key focus will be on how web writing and content development are key factors in devising an effective search engine optimization strategy. Please note: it is recommended that students planning to focus on optimization in their Capstone also take DMK 460, Social Media Optimization, as an elective choice.

**DMK 401 Fundamentals of Web Design - 3 credits**

This course is designed to instruct students on modern website construction and design. The course will survey techniques and tools for using images and layout to present clean, clear and efficient pages to meet business objectives. Students will review existing literature and websites with an eye towards finding out what works, and what does not. The course will provide a foundation of traditional principles of visual design, digital tools, and techniques compatible with designing sites for online, tablet and mobile platforms. Students will learn basic HTML/CSS/JQuery coding and will be introduced to popular web design and graphics programs including the content management system (Wordpress, Joomla) and Paint.net.

**DMK 405 Emerging Trends in Digital Marketing - 3 credits**

This course is designed to instruct students on the most current and relevant digital marketing trends.



**DMK 410 Global Strategies in Digital Marketing - 3 credits**

In this course, students will consider the principals of marketing when transitioning from a domestic to an international framework. Students will learn how to assess a global market and international consumers. Under consideration will be cross-cultural communication, global legal considerations, and diverse communication strategies when applied to global markets. This course will also factor in the ways in which social media and digitally based marketing practices intersect with cross-border marketing strategies. Under review will be the types of opportunities and vulnerabilities encountered in global marketing, especially when this dynamic is taken to the pervasive format of digitally based forums.

**DMK 420 Mobile Marketing - 3 credits**

Prerequisite: MKT 210 Principles of Marketing. This course will introduce mobile advertising through emerging mobile platforms. It will explore examples and case studies of how mobile platforms are already being exploited and discuss the potential applications for organizations and the key strategic planning issues. The course will combine topics of B2B and B2C marketing, mobile site design, mobile apps and widgets, and how to apply mobile as a tool to leverage technology and meet business objectives. It will examine trends in Mobile Social Media (Geo-location and Geo-tagging, Mobile Commerce, Mobile Payments and Billing, Social Media Rewards, etc.) and usage trends of platforms and handsets (Apple, Blackberry, Nokia, Google Android, Microsoft Windows Mobile Applications, etc.). In this course students will explore mobile marketing through examining key concepts, case studies and successful applications of mobile campaigns.

**DMK 428 Digital Marketing, Big Data and Web Analytics - 3 credits**

As Big Data moves into the mainstream, marketers are seeing the opportunity to make the profession more scientific and numbers-driven than ever before. In addition, with measurement at the center of every marketing campaign, marketers have the opportunity to prove the ROI of their programs with unprecedented accuracy. Indeed, we have entered the age of the “data-driven marketer.” Yet, this wealth of data can be overwhelming. Every channel has its own metrics, every demographic group’s behavior can be mined for targeting information. What are the numbers that matter? And what are they really telling us? How can we best leverage Big Data and marketing analytics to optimize results? This course explores the growing role of data in marketing. Taking a two-fold approach, the course will look in-depth at the two primary kinds of data available to marketers: internal (marketing analytics), and external (Big Data). Using real-world examples and practical exercises, the course will allow students to understand the interactions between both kinds of data, and how best to use both to improve marketing outcomes, demonstrate ROI to the C-suite, and create increasingly effective marketing campaigns.

**DMK450 Digital Marketing Capstone - 3 credits**

Prerequisite: Successful completion of 109 credits in the BSDM program. This Senior Capstone course is designed to challenge and further develop a student’s synthetic knowledge of business and advance and apply that knowledge within the selected BSDM concentration. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring, and research in specific problematic areas of business concerns. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course. The final research project will become part of the student’s ePortfolio. Each student will create

a website to showcase one’s resume, a video introduction, quality projects completed during the BSDM program, the final capstone project and other materials the student might wish to utilize in a job application process or business position advancement.

**FIN 201 Principles of Financial Services - 3 credits**

Principles of Financial Services is a beginner course providing focus on the history, regulatory environment, competitive pressures and developing trends affecting the industry. This course creates a general understanding of the sub-sector industry players individually (banking, insurance and investment/mutual funds) and evolves to a study of components affecting the industry as a whole today.

**FIN 210 Principles of Investments - 3 credits**

Prerequisites: FIN201 Principles of Financial Services Strongly Recommended. This course provides an overview of financial investing. You will become acquainted with the basics of stocks, bonds, and exchange traded funds, investment theory, the relationship between risk and return and investment decision making. The goal of the course is to provide you with an understanding of the basics of investment planning and portfolio construction.

**FIN 305 Corporate Finance - 3 credits**

Prerequisites: FIN201 Principles of Financial Services Strongly Recommended. The primary objective of Corporate Finance is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options and market efficiency. The course will analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues. The course also covers the operating and financial leverage, sustainable growth, and financial health of a firm.

**FIN 401 Investment Management - 3 credits**

Prerequisites: FIN201 Principles of Financial Services Strongly Recommended. This course provides an overview of financial investing. The student will become acquainted with the basics of stocks, bonds, and exchange traded funds, investment theory, the relationship between risk and return and investment decision making. The goal of the course is to provide an understanding of the basics of investment planning and trading as well as portfolio construction.

**FLS 101 Financial Literacy - 3 credits**

This course presents key aspects of financial literacy necessary for lifelong success. A practical approach is followed. Topics covered include: the impact of credit on personal finances and employment opportunities, identifying and avoiding financial fraud, the importance of financial decision making, the impact of income taxes, the use of insurance as a risk management tool, retirement planning, and determining whether or not to file personal bankruptcy.

**HCA 101 Medical Terminology - 3 credits**

This course offers students engagement and interaction with the dynamic language of Healthcare. Though comprehensive discussions and activities, students will have the opportunity to be immersed in the words used in Healthcare including healthcare industry terminology, healthcare delivery systems terminology and body systems – clinical terminology.



**HCA 102 Medical Personability - 3 credits**

Medical Personability builds essential soft skills needed by the medical certificate or degree-seeking student. These non-cognitive skills are critical to the success of working in healthcare as a result of the demand for increased focus on patient satisfaction, the movement to coordinated care models, as well as the number of patient touches the front-line caregiver expresses. By leading the student through a unique classroom process that allows for demonstration of knowledge through interactive engagement, learning and assessment are observed and evaluated through virtual simulation.

**HCA 150 Essentials of Healthcare in the US - 3 credits**

Prerequisite: HCA101. This course will give students an overview of the current US healthcare delivery system and its associated costs. It will enable students to accurately define insurance terms and abbreviations and introduces students to the functions and procedures of health insurance programs. The course will familiarize students with requirements, rules, regulations, and laws pertaining to various insurance programs.

**HCA 210 Medical Law & Ethics - 3 credits**

Prerequisite: HCA101. This course includes an overview of medical law and ethics including types of licenses, medical education, and professional conduct. It also includes orientation of the requirements regarding the Health Insurance Portability and Accountability Act (HIPAA) and the guidelines of OSHA (Occupational Safety and Health Administration) which are mandatory in the medical field.

**HCA 300 Foundations of Healthcare Law - 3 credits**

Prerequisite: HCA210. This course examines state and federal laws related to the U.S. healthcare system. Topics include an overview of the legal system, tort law, criminal and fraud issues, contracts and antitrust, medical staff legal implications, information management, and reporting and patient's rights.

**HCA 305 Organization and Management in Healthcare - 3 credits**

Prerequisite: HCA101. This course focuses on acquainting the student with the concepts of behavioral sciences within health services organizations including managing organizational behavior for quality and results, diversity, organizational communication, behavior modification, leadership, occupational stress, structure, and learning organizations.

**HCA 310 Introduction to Public and Community Health - 3 credits**

Prerequisite: HCA101. This course offers an introduction into the public health's historical contributions, ethical bases, system organization and the social, behavioral, environmental, and biological factors that contribute to individual and community health problems.

**HCA 315 Fundamentals of Electronic Health Records - 3 credits**

Prerequisite: MED200. This course will introduce the Integrated Electronic Health Records and allow students to apply their knowledge through simulations.

**HCA 320 Marketing for Healthcare - 3 credits**

Prerequisite: HCA101. This course explores key marketing concepts that the healthcare leader needs to understand to plan and implement an effective marketing strategy. The concepts explored include the marketing process, needs assessment, developing marketing campaigns and evaluating the efficacy of marketing efforts.

**HCA 400 Financial Management for Healthcare - 3 credits**

Prerequisite: ACC202. This course provides an overview of the two main areas of Healthcare Finance, accounting, and financial management. Topics explored include the healthcare financial environment, financial accounting principles, managerial accounting principles, financial management, long-term financing, and capital investments.

**HCA 405 Introduction to Long-Term Care - 3 credits**

Prerequisite: HCA101. This course explores the various long-term care services available in the U.S. Topics include access, financing, combinations of housing and services for disabled adults, and the challenges of providing a range of quality long-term options.

**HCA 410 Organization and Management in Healthcare - 3 credits**

Prerequisite: HCA101. This course examines the complex and intricate nature of the U.S. healthcare system and its implications for healthcare organizations and the populations served. Topics include the organization of healthcare, access to care and disparities, quality of care, funding, healthcare reform and impact for strategic planning for healthcare organizations.

**HCA 450 Healthcare Administration Capstone - 3 credits**

Prerequisite: Successful completion of all HCA/MED courses in the program. The capstone course is the culminating experience for the Bachelor of Science in Healthcare Administration. The capstone course provides students with the opportunity to integrate and synthesize the knowledge, skills, and attitudes acquired throughout their course work in an original comprehensive project, and to assess their level of mastery of the stated program outcomes of their degree program in Healthcare Administration.

**HRM 210 Introduction to Recruitment & Selection - 3 credits**

In this course, students explore the recruitment and selection function of human resources management. This exploration includes an overview of the strategic staffing process and as well as the methods, technologies, and systems used to identify, attract, select, and onboard employees.

**HRM 220 Introduction to Employee Relations - 3 credits**

In this course, students explore the varied topics that fall under the broad term "employee relations." Topics include the nature of the employment relationship, employee assessment and performance management, labor relations, organizational communication, employee retention, and engagement.

**HRM 230 Introduction to Comp and Benefits - 3 credits**

In this course, students receive a broad overview of the two key components to total rewards - health and welfare benefits and compensation practices. As a final deliverable, students will design a comprehensive compensation system and benefits plan for an organization.

**HRM 250 Effective Workplace Training and Development - 3 credits**

In this course, students explore the entire training and development function. This exploration includes the common training process and design models as well as the tools, technologies, and resources used in a variety of training methods. Students participate in discussions and complete projects and activities that support each phase of the training and development process. Students also examine potential organizational issues that may arise at different phases in the training and development process.

**INB 301 International Business Law and Ethics - 3 credits**

This course offers an in-depth discussion of international business organizations and transactions in the global political, social, and legal environment. There will be a study of the various relationships among the legal systems and ethical values of different countries and the individuals and business organizations of those countries. Topics include the policies and procedures of multinational corporations, international contracts, regulation of exports and imports, cross-border intellectual property issues, regional transactions, product liability issues, and enforcement-related issues.

**INB 305 International Business and Trade - 3 credits**

This course provides a thorough examination of the patterns, terms and causes of trade; the sources of gains from trade and commercial policy; and the domestic and international distribution of those gains. This course also discusses the political, economic, and social causes of trade policies and the theories behind trade and growth. Students will explore the instruments and consequences of trade policies, namely, tariffs and quantitative restrictions, and their modern manifestation in the form of anti-dumping and safeguard measures.

**INB 310 Global Marketing - 3 credits**

This course explores the impact of economic, cultural, political, legal, and other environmental influences on international marketing. Within this context, we will discuss how to identify and analyze global marketing opportunities and examine product, pricing, distribution, and promotion strategies. This marketing course is structured to provide ample opportunity for interaction among students and between students and the instructor with respect to discussing key issues in global marketing.

**INB 320 International Supply Chain and Logistics Management - 3 credits**

This course provides a comprehensive overview of the transportation, logistics, operations, and strategy associated with international trade and commerce. The course focuses on the following; supply chain management, infrastructure analysis, network design, warehousing operations, inventory management, foreign market entry modes, international trade contracts, payments, insurance, multi-modal transportation, packaging, customs, and most importantly security.

**INB 401 International Negotiations and Culture - 3 credits**

This course acknowledges the critical nature of culture in the negotiations process by describing the theories; processes, and actions associated with global communication and negotiations. The course incorporates cultural norms, values, and idiosyncrasies that impact the negotiations process. Students gain a global perspective of negotiations and develop strategies to effectively lead a negotiation team or project.

**INB 405 International Finance - 3 credits**

Prerequisite: FIN 305 Corporate Finance. International Finance will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, international trade tariff and quotas, Euromarkets, and investment decisions in the global marketplace.

**INB 410 International Economics - 3 credits**

Prerequisite: ECO 205 Survey of Economics. This course explores the basics of international economics, including the effects of international economic policies on global welfare and the fundamentals of global trade and finance. This course discusses modern international economic theories and practices, comparative advantage, free trade, protectionism, and international finance. Organizations whose roles and responsibilities are covered in this course include the World Trade Organization (WTO), the International Monetary Fund (IMF) and the World Bank. There is also discussion of international trade agreements, including the North American Free Trade Agreement (NAFTA) and other agreements. Students will learn the various ways in which theories, organizations, and agreements affect long and short-term business decision-making policies and practices.

**INB 420 Global Politics and Organizations - 3 credits**

Prerequisite: INB 305 International Business and Trade. Political and economic integration provides the laws, policies, and frameworks for international alliances, conventions, and trade. This course provides an overview of the history, theories, and structures of international politics and the global organizations that aid governments in working together to build social responsibility, sustainability, and economics prosperity while increasing human rights and environmental viability.

**INB 450 Global Strategic Management - 3 credits**

Prerequisite: Successful completion of 109 credits in the BSIB program. The course is designed to integrate coursework, knowledge, critical thinking skills, and applications of learning to enable the student to demonstrate a broad mastery of learning across the BSIB curriculum. The course is designed to synthesize the student's area of concentration within the BSIB program. A seminar in approach, the course places emphasis on discussions, mentoring, and substantive research methodologies. Students will be guided to the completion of a major research project and a comprehensive e-Portfolio within their concentration with assignments incrementally completed throughout the course.

**MED 150 Introduction to Medical Coding - 3 credits**

Prerequisite: HCA 101 Medical Terminology. This course introduces the concepts and methods of medical coding which provide the foundation for medical billing and reimbursement and the revenue cycle, in the United States healthcare system. Definition, correct use, and application of the International Classification of Diseases Clinical Modification (ICD-10-CM), Current Procedural Terminology (CPT), and Healthcare Common Procedure Coding System (HCPCS) will be identified and practiced. The relationship between coding and the Electronic Health Record as well as the protection of a patients' Protected Health Information (PHI) will be identified. Active involvement through readings, lectures, discussion, multimedia, learning activities/assignments is required of each student.

**MED 155 Diagnosis Coding: ICD-10-CM - 3 credits**

Prerequisite: MED150 Introduction to Medical Coding. This course covers the principles and guidelines for using the ICD-10 CM code set and the concept of clinical vocabularies and classifications systems of diagnosis coding. Focused instruction for interpretation of health record documentation for proper assignment of diagnosis codes will be emphasized and put into practice as well as the understanding of ICD-10 CM diagnosis in relation to inpatient and outpatient settings.

**MED 160 Medical Office Procedures - 3 credits**

Prerequisite: HCA 101 Medical Terminology. Medical Office Procedures will provide those interested in setting up a medical office or who want to learn how to manage a medical office more efficiently with the basics and specialized concerns that face medical offices today. Students will also experience some of the principles of leadership and the importance of team building in a healthcare environment.

**MED 165 Procedure Coding: ICD-10-CM - 3 credits**

Prerequisite: MED 155 Diagnosis Coding. This course covers the principles and guidelines for using the ICD-10-PCS code set and the concept of clinical vocabularies and classifications systems of procedure coding. Focused instruction for interpretation of health record documentation for proper assignment of procedure codes will be emphasized and put into practice as well as the understanding of ICD-10-PCS procedure in relation to inpatient and outpatient settings.

**MED 175 CPT Ambulatory Procedures Coding - 3 credits**

Prerequisite: MED 165 Procedure Coding. This course covers the principles and guidelines for using the ICD-10 CM code set and the concept of clinical vocabularies and classifications systems of procedure coding. Focused instruction for interpretation of health record documentation for proper assignment of ambulatory procedure codes will be emphasized and put into practice as well as the understanding of ICD-10 CM procedure in relation to inpatient and outpatient settings.

**MED 180 Medical Billing and Reimbursement - 3 credits**

Prerequisite: MED 160 Medical Office Procedures. This course advances students into the world of billing and collections, as well as reimbursement processes such as audits and claims appeals. Emphasis is placed on understanding the varying payor sources that patients utilize, proper billing techniques, general claims management, and overall reimbursement life cycle. This course is designed for the Medical Office Administration Student.

**MED 184 Medical Insurance Procedures - 3 credits**

Originally intended to protect against large financial losses, health insurance in the United States has expanded over the last 80 years to take on a more profound social role. This course will give students an introduction to the concept and history of health insurance in the United States. It will explain basic health insurance principles and terminology, and discuss various systems of public and private insurance. A full range of health insurance issues will be discussed, including what is covered and how health insurance works for all segments of the population. The course concludes with a broad discussion on health insurance from the perspective of the consumers and healthcare providers, as well as comparisons with healthcare funding in other countries.

**MED 200 Electronic Health Information Systems - 3 credits**

Prerequisite: HCA 101 Medical Terminology. This course provides an overview of information management and information technology for healthcare administrators. Attention is paid to the content and function of the electronic health record (EHR).

**MED 215 Practical Medical Billing and Reimbursement Procedures - 3 credits**

Prerequisite: MED 175 CPT Ambulatory Procedure Coding. This course provides students with a practical application of the steps following medical coding. It is designed for the student who has completed the three medical coding classes.

**MGM 201 Principles of Management - 3 credits**

This course investigates the way that managers perform their duties in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required of each student.

**MGM 210 Quality Customer Service - 3 credits**

Prerequisite: MGM201 Principles of Management. This course introduces the student to the theory, concepts, and methodologies that contribute to quality customer service. Emphasis is on behavioral, technological and management of service criteria to deliver quality, inter-industry service in the global business environment.

**MGM 215 Leadership and Management - 3 credits**

Prerequisite: MGM201 Principles of Management. This course is designed for students to compare and contrast management and leadership; examine five fundamental practices of exemplary leadership and discover a natural approach to leadership that works for them. Students will develop a personal action plan based on their strengths and explore techniques to develop leadership skills in others. Benefit from an enriching combination of lectures, learning assessment exercises, small-group interaction, and case studies.

**MGM 225 Human Resources - 3 credits**

Prerequisites: MGM201 Principles of Management. This is an introductory course intended to provide the student with a comprehensive overview of the major Human Resources functions that are typically found in organizational settings. Topics covered include Strategic HR Planning, Benefits & Compensation, Recruitment & Selection, Employee & Labor Relations, and Training & Development. The course draws upon both current Human Resource practices and relevant research.

**MGM 250 Business Ethics - 3 credits**

Prerequisite: MGM201 Principles of Management. The purpose of this course is to develop critical thinking and reasoning about moral issues of business. In addition to a study of public issues such as mergers, management versus stockholders' interests, the changing nature of stockholders, you will explore typical ethical dilemmas that confront investors, managers, analysts, brokers, and others involved in the business marketplace. This course emphasizes the ethical dimensions of employees who work within organizations. Case analysis, research and group discussion of current events will be used.

**MGM 255 Business Law - 3 credits**

Prerequisite: MGM201 Principles of Management. This course covers various key facets of business law. Through readings, lectures, discussion board assignments, and written assignments, students will explore different aspects of laws affecting businesses today. Students will develop a basic understanding of the importance of such diverse areas of business law as different types of business entities, the roles of directors and officers, the rights of shareholders, mergers and acquisitions and the dissolution and liquidation of a business. In addition, students will develop the skills of identifying potential legal issues with businesses that may arise during the course of the business day.

**MGM 301 Research Methods - 3 credits**

Prerequisite: MGM201 Principles of Management. This course presents the student with a broad overview of research with a focus on collecting, analyzing and presenting research findings. Further, the student will gain an appreciation of being able to recognize valid data in a business or social setting. Students prepare a proposal for a research project in a group setting.

**MGM 305 Organizational Behavior - 3 credits**

Prerequisite: MGM201 Principles of Management. This course introduces the student to the contemporary principles of organizational behavior. Emphasis is on the importance of human dynamics in modern organizations. The course covers individual behavior, group processes, and organizational dynamics from both the management and employee perspectives.

**MGM 401 Operations Management - 3 credits**

Prerequisite: MGM201 Principles of Management. This course presents an overview of operations management from the service and manufacturing industry perspectives. The origins of this function as well as the methodologies used by an operations manager will be discussed. The student will be introduced to factors such as planning, quality, supply chains, recall issues, process improvements, and sustainability. The function of project management will also be applied to case studies as it relates to operations.

**MGM 410 Strategic Management & Decision Making - 3 credits**

Prerequisite: MGM201 Principles of Management. This course looks at management decisions and actions that determine long term performance for the corporation. The study of business strategy examines a variety of analysis and decision-making applications including environmental scanning (internal and external), strategy formulation, implementation, and evaluation. The course also looks at the strengths and weaknesses that effect strategy development.

**MGM 415 International Business Management - 3 credits**

Prerequisite: MGM201 Principles of Management. Conducting business outside the United States involves a unique set of challenges. Diverse cultures, laws, languages, and currencies add to the complexities of putting together and managing international business ventures. This course will help you prepare for these types of activities by exploring a number of questions that focus on various aspects of international business.

**MGM 450 BSBA Senior Capstone - 3 credits**

Prerequisite: MGM201 Principles of Management; Completion of 109 Credits in the BSBA Program and Required for Graduation. This Senior Capstone course is designed to challenge and further develop a student's synthetic knowledge of business and advance and apply that knowledge within the selected BSBA concentration. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring and research in specific problematic areas of business concerns. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course. The final research project will become part of the student's ePortfolio. Each student will create a website to showcase one's resume, a video introduction, quality projects completed during the BSBA program, the final capstone project and other materials the student might wish to utilize in a job application process or business position advancement.

**MIS 205 Management Information Systems - 3 credits**

Prerequisite: MGM201 Principles of Management. This course introduces various information and communications technologies and explains how information systems are used to solve problems and make better business decisions.

**MKT 210 Principles of Marketing - 3 credits**

This course focuses on how to collect, analyze, and use primary and secondary data in order to make more effective marketing decisions. Traditional marketing resources are introduced as well as up-to-date techniques for collecting primary data. Students will analyze information and make recommendations pertinent to the marketing plan.

**MKT 215 Customer Relationship Marketing - 3 credits**

Prerequisite: MKT210 Principles of Marketing Strongly Recommended. Successful marketing does not stop with the first sale. This course stresses the importance of turning customers into repeat buyers and users. Customer Relations Marketing is a mixture of brand marketing, creative communication, technology, and research. The course involves the student in methods of how to build relationships with customers and maintain them over a period of time. It is an essential part of the marketing plan and must be viewed in the context of integrated marketing communications. How to develop and implement the process will be the foundation of the course.

**MKT 230 Principles of Public Relations - 3 credits**

Prerequisite: None; MKT210 Principles of Marketing Strongly Recommended. This class is designed to provide a basic overview of how to plan and carry out a multi-faceted public relations program. It offers practical experience in identifying publics and messages; developing and producing a broad variety of PR tools; understanding and working with the news media; and working with other professionals in graphics, photography, video, and printing. Students work as teams with organization of their choice throughout the semester, researching its policies, practices, needs, and using them as the basis of a series of team assignments.

**MKT 301 Marketing Research - 3 credits**

Prerequisite: MKT210 Principles of Marketing Strongly Recommended. This course focuses on how to collect, analyze, and use primary and secondary data in order to make more effective marketing decisions. Traditional marketing research resources are introduced as well as up-to-date techniques for collecting primary data. Students will analyze information and make recommendations pertinent to the marketing plan. This course follows up on a lot of the areas covered in Research Methods but focuses entirely on marketing situations.

**MKT 305 Consumer Behavior - 3 credits**

Prerequisite: MKT210 Principles of Marketing Strongly Recommended. In this course, students will develop an understanding of consumer behavior in order to develop strategies by analyzing buying behavior data through the use of psychology, economic and other social science theories to segment customers. Emphasis is on the impact of the influences on buying behavior through; need recognition, information search, evaluation of alternatives, purchasing decision and post purchase behavior. Students prepare advertising and marketing strategies for a new product launch.



**PJM 210 Introduction to Project Management - 3 credits**

Prerequisite: MKT210 Principles of Marketing Strongly Recommended. This course explores both the theory and the practice necessary to successfully understand and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective project management. They will explore the five stages of a project's life cycle, and examine important project elements—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement—that must be monitored, evaluated, and executed throughout a project.

**QSM 210 Quality Systems Management - 3 credits**

This course provides a chronological journey of the concepts, tools, quality improvement, and quality management systems that have emerged over time. It introduces Six Sigma DMAIC (Define, Measure, Analyze, Improve, and Control) process and the associated quality tools that are used to assess and improve business processes.

**QSM 325 Introduction to Quality Strategic Planning - 3 credits**

Strategic planning sets the direction of the organization for long-term survival and prosperity. QSM325 emphasizes the Hoshin method of strategic planning, a technique that treats strategic planning as a "system" that involves the development of plans with linkage to the organization's mission. Students learn how first level and lower level strategies are developed and deployed. A key emphasis of QSM325 is the use of Hoshin tools in strategy development, review, and feedback. Students will utilize tools to analyze the present state and voice of the customer and ensure the alignment of projects with organizational goals and objectives.

**QSM 345 Performance Based Management and Benchmarking - 3 credits**

This course focuses on Performance Based Management, Leadership of Change, and the initiation of the MEASURE phase of the Six Sigma DMAIC process. This course provides instruction on designing a measurement plan for the Bachelor's Business Project (BBP), collecting baseline measures, and defining a robust set of internal and external performance metrics in order to facilitate continuous process improvement. This course also introduces Benchmarking and its role in the Six Sigma DMAIC process. The process of benchmarking is examined in relation to business process improvements and promoting performance. The distinction between primary and secondary benchmarking strategies is stressed.

**QSM 370 Introduction to Research and Data Analysis - 3 credits**

QSM370 explores business research concepts. Students will be provided with a fundamental explanation of business-related research and the variety of methods available to researchers. Basic research, as well as applied (problem focused) research is explained. This course also marks the beginning of the ANALYZE Phase of the DMAIC process. Students will learn how to conduct data and process analysis for the purpose of discovering the root causes of problems.

**QSM 408 Special Topics in Quality Management - 3 credits**

This course emphasizes the skills needed to identify and select processes for improvement, apply lean thinking techniques, map value streams, lead a Kaizen event, and understand the keys to successful change. Diverse case studies are used for the purposes of class review and online discussion. The course encourages students to apply the principles to their work environment and to consider how organizational processes may be improved using the techniques described in this course and throughout the program.

**QSM 475 Introduction to Financial Systems Management - 3 credits**

This course presents students with an introduction to finance by covering the basic principles of finance and the role of finance in supporting business goals. Students will gain insight into the importance of a company's balance sheet and income statement, how to measure a company's cash flow, working capital, and how to perform activity based costing. This course includes consideration of the Cost of Quality and the calculation of a return on investment (ROI) for business process improvement so that tangible financial results can be illustrated.

**QSM 480 Quality Management Capstone 1 - 4 credits**

The Bachelor's Business Capstone Project (BBP) allows students to apply what they learned to a real-world process improvement opportunity. Students initiate a work-related project that will demonstrate measurable and significant process improvement. This course sets the stage for a successful project by integrating Quality Systems principles and best practices. Students select a process improvement project, choose a Project Champion and agree on performance measures for the project. Students create their BBP Storyboard and submit a phase by phase description of their project. With faculty supervision, students navigate through the Six Sigma DMAIC five-phase process including Define, Measure, Analyze, Improve, and Control using tools and techniques learned throughout the program.

**QSM 485 Quality Management Capstone 2 - 3 credits**

QSM 460 is offered as either a continuation of the Bachelor's Business Project (BBP) work that began in QSM450, or an opportunity to pursue professional development. Students will collaborate with faculty to assess overall progress in the program and discuss professional goals and research opportunities. After this individual assessment, students will work with faculty to set and achieve these goals.

**SEM 205 Social Enterprise Management - 3 credits**

This course will explore the "Social Enterprise" which is a business whose primary purpose is the common good. Social Enterprises use strategies, methods, and disciplines of business and the power of the free marketplace to advance their social, environmental and human justice agendas. Their mission statement addresses a social need and common good either through the sale of products/services or by employing a disadvantaged workforce. Through readings, lectures, discussions, and case study students will be introduced the social enterprise and learn the similarities and differences between a social enterprise and other forms of business. This course will demonstrate to students how many existing social enterprises have succeeded in applying business strategies to build, manage and sustain social enterprise. Students will be encouraged to develop their own Social Enterprise business idea.

**SEM 210 Entrepreneurship and Small Business Management - 3 credits**

This course examines the characteristics and nature of entrepreneurship and the nuances of growing a small business. Topic covered include: personal analysis of entrepreneurs, the generation of entrepreneurial ideas, market identification, the development of a business plan, accounting methods, nonprofit and social business sustainability. Also discussed are the legal and tax implications of ownership forms together with personnel and staffing requirements. Capital requirements, financial management, marketing plans, and internal management control systems are considered in relation to the strategic focus of the enterprise.



### **SEM 360 Grant Writing and Fundraising - 3 Credit**

This course focuses on the development of private foundations and corporate entities as sources of funding for the social enterprise. Specific means of communicating with and approaching these institutions is integral to the student experience. Emphasis is also placed on what causes are central to different corporate and foundational entities as well as developing a data base of high potential sources.

### **SEM 450 SEM Capstone - 3 Credit**

Prerequisite: Successful completion of 109 credits in the BSSEM program. The course is designed to integrate coursework, knowledge, critical thinking skills and applications of learning to enable the student to demonstrate a broad mastery of learning across the BSSEM curriculum. The course is designed to synthesize the student's area of concentration within the BSSEM program. A seminar in approach, the course places emphasis on discussions, mentoring, and substantive research methodologies. Students will be guided to the completion of a major research project and a comprehensive e-Portfolio within their concentration with assignments incrementally completed throughout the course.

### **GFI 305 Corporate Finance - 3 Credits**

Prerequisite: Conditional Acceptance into a graduate program. The primary objective of Corporate Finance is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options and market efficiency. The course will analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues. The course also covers the operating and financial leverage, sustainable growth, and financial health of a firm.

### **GMA 305 Statistics - 3 Credits**

Prerequisite: Conditional Acceptance into a graduate program. To provide a basic knowledge of statistics methodology: concerned with data collection, analysis, and interpretation. This course introduces fundamental concepts of statistical measures and distributions and regression-correlation analysis.

## **Graduate Prerequisite Courses**

### **GMG 201 Principles of Management - 3 Credits**

Prerequisite: Conditional Acceptance into a graduate program. This course investigates the way that managers get things done in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required of each student.

### **GAC 201 Financial Accounting - 3 Credits**

Prerequisite: Conditional Acceptance into a graduate program. This course enables students to develop a basic understanding of fundamental accounting concepts and practices. The course focuses on basic accounting concepts and techniques needed to interpret and use financial information in managing and analyzing business operations.

### **GEC 205 Survey of Economics - 3 Credits**

Prerequisite: Conditional Acceptance into a graduate program. This course emphasizes fundamentals in understanding both micro and macroeconomics. This survey course provides students with a general overview of the fundamental concepts and theories related to economics. Students will learn a balanced perspective on microeconomics and macroeconomics. The course explores and analyzes the role of households, firms, and government, especially our own, in relation to economic theory. Students will learn to apply theoretical concepts from an economic viewpoint against issues and challenges of today relating to economic principles and elements of business decision making from an economic viewpoint.





MBA

# Master of Business Administration

• CIP 5202 • 36 credits

## Program Description

The Master of Business Administration (MBA) is a 12 course, 36 credit program that is designed to provide students with a strong foundation of academic study achieved within an accelerated period of time.

The intent of the MBA program is to meet the needs of middle and senior level managers who want to improve their professional skills via a high quality, affordable, online MBA with a specific focus on strategic thinking and management. The MBA program may also be of interest to consultants and professionals looking to advance into upper-level administrative positions in a variety of fields.

## Program Outcomes

- Form and implement effective strategic plans in the context of global, political, social and technological environments.
- Collaboratively lead diverse teams in changing work environments.
- Effectively use research and analyze data to solve unstructured business problems.
- Integrate theoretical perspectives and apply a conceptual understanding of relevant business disciplines to new, existing, and unforeseen situations.
- Use technology to effectively communicate and present data, ideas, and concepts.

## Instructional Delivery

The MBA is a fully online program. With the exception of the Capstone course, delivered in a seminar format, all MBA courses are five weeks in length, and there are eight sessions each year. The Capstone course is six weeks in length. The MBA can be completed in approximately 18 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

**Program chair:** Dr. Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

- Carla.Patalano@cambridgecollege.edu

## General Prerequisites ..... 12 credits

Students are conditionally accepted into the Master of Business Administration program until the following four undergraduate business courses are completed:

- GAC 201 Financial Accounting
- GEC 205 Survey of Economics
- GMG 201 Principles of Management
- GMA 305 Statistics

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

Each prerequisite course may be repeated once in the event the student does not complete it with the minimum grade the first time.

## Core Curriculum ..... 24 credits

- MBA 501 Strategic Leadership & Management
- MBA 502 Applied Quantitative Methods for Business
- MBA 505 Managerial Accounting
- MBA 515 Technology & Analytics for Managers:  
A Strategic Approach
- MBA 520 Strategic Marketing Management
- MBA 525 Managerial Economics
- MBA 535 Operations Management
- MSF 505 Managerial Finance

## MBA Capstone ..... 3 credits

- MBA 545 Capstone: Strategic Planning  
& Decision Making

## Concentrations ..... 9 credits

Select three courses from one area of study.



(All courses @ 3 credits except as noted.)

# Master of Business Administration

## MBA Concentrations .....9 credits

### General Management

- HRM 501 Strategic Human Resource Management
- MBA 541 International Business & Global Strategy
- MBA 530 Legal & Ethical Dimensions of Strategic Management

### Finance

#### Choose three:

- MSF 500 Financial Markets\*
- MSF 510 Investment Management
- MSF 540 International Finance
- MSF 545 Financial Modeling
- MSF 550 Financial Derivatives
- MSF 570 Financial Ethics and Compliance

### Business Ethics & Compliance

#### Choose three:

- MBE 501 Regulations & Regulators\*
- MBE 510 Governance, Ethics & Compliance
- MBE 515 Enterprise Risk Management
- MBE 540 Corporations & Compliance: Case Studies
- MBE 560 The Culture of Ethics

### Global Finance Trading

- MSF 547 Global Currency Management
- MSF 557 Financial Trading and Management
- MSF 560 Trading Psychology and Risk Management

### Healthcare Management

- MHM 501 Evolving Healthcare Systems
- MHM 505 Healthcare Law & Policy
- MHM 565 Risk & Regulatory Compliance

### Human Resources Management

#### Choose three:

- HRM 501 Strategic Human Resource Management\*
- HRM 520 Recruitment & Selection for Organizational Excellence
- HRM 540 Talent Management & Development
- HRM 550 Employee & Labor Relations

### International Management

#### Choose three:

- MBA 541 International Business & Global Strategy\*
- MSF 540 International Finance
- MBE 565 International Business Ethics & Compliance
- HRM 570 Global Human Resources Management

### Risk Management & Insurance

- MSF 500 Financial Markets
- MSF 580 Insurance & Risk Management
- MBE 515 Enterprise Risk Management

### Quality Systems Management

#### Choose three:

- QSM 525 Quality Systems and Strategic Planning\*
- QSM 543 Business Process Analysis
- QSM 545 Supply Chain Management
- QSM 565 Performance Based Management & Benchmarking

\*Indicates the first course is required in the concentration. Students must take this course prior to selecting the additional two courses.

(All courses @ 3 credits except as noted.)



Master of Science

# Master of Science in Accounting

• CIP 52031 • 30 credits

## Program Description

The Master of Science in Accounting (MACC) is a 10 course, 30-credit program that is designed to provide students with a robust foundation of academic study in accounting with an accelerated period of time.

The MACC program is a professional master's degree designed to provide a mature understanding of accepted practices in the field of accounting. By providing students with advanced industry-specific credits coupled with the appropriate undergraduate course work results in knowledgeable accountants. The MACC is structured to maximize a student's success on accounting certification exams through accounting theory and coverage of advanced accounting topics.

## Program Outcomes

- Utilize advanced accounting concepts in financial statement preparation and conduct analysis of financial statement data.
- Interpret financial statements and disclosure notes using GAAP and GAAS and make strategic and integrative decisions.
- Demonstrate ethical decision making and professional responsibility when faced with business problems.
- Critique global business transactions and employ appropriate accounting theory.

## Instructional Delivery

The MACC is an online program. Courses are five weeks in length, and there are eight sessions per year. The MACC is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format. The program is designed for students to take one course per five-week session.

## Prerequisites

The Master of Science in Accounting is designed for students who already have a Bachelor's degree in Accounting from a regionally accredited school. Students with a Bachelor's in Business will be required to take prerequisites in the undergraduate program to prepare themselves for the intense theory, skills, and application-based curriculum.

### CPA Exam

Students wishing to become eligible to take the Uniform Certified Public Accounting Exam should understand the requirements of the State Board of Accountancy in their respective state or jurisdiction. NEIB has offered courses in this program based on the overarching requirements of the United States. However, it is the responsibility of the student to verify actual course needs in the state they wish to be certified.

### CMA Exam

Students wishing to take the Certified Management Accountants exam should refer to the requirements of the Institute of Management Accountants. Students who enter the program with the CMA credential may be eligible for a course waiver.

## MACC Prerequisites ..... 6 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

- ACC 401 Advanced Accounting & Reporting
- ACC 402 Auditing

## Core Curriculum ..... 21 credits

- MBA 501 Strategic Leadership & Management
- MBA 505 Managerial Accounting\*
- MBA 530 Legal & Ethical Dimensions of Strategic Management
- ACC 550 Federal Taxation for Corporations & Partnership
- ACC 555 Advanced Accounting Topics
- ACC 560 Advanced Financial Statement Analysis
- MSF 505 Managerial Finance

\*MBA 505 can be waived if undergraduate ACC 205 & ACC 305 are completed with a C or better OR if the student provides documentation of their CMA credential.

## Elective Courses ..... 6 credits

Choose two:

- ACC 501 Forensic Accounting
- ACC 520 Forensic Data Analysis
- MBA 515 Technology & Analytics for Managers: A Strategic Approach
- MSF 545 Financial Modeling
- MSF 570 Financial Ethics & Compliance
- MBE 510 Governance, Ethics & Compliance
- MBE 581 Corporate Stakeholder Relations & Communication

## MACC Capstone ..... 3 credits

- ACC 590 Accounting Capstone

**Program chair:** Dr. Donna Viens, PhD, CPA, CMA, CGMA

• Donna.Viens@cambridgecollege.edu

(All courses @ 3 credits except as noted.)

# Master of Science in Business Ethics & Compliance (MBEC)

• CIP 5203 • 30 credits

## Program Description

The Master of Science in Business Ethics and Compliance (MBEC) explores the nature of the relationship between business and society and prepares students for careers in regulatory compliance, business ethics, stakeholder management, corporate communication, corporate responsibility, and related fields. Students are exposed to both the theory and the application of ethics in the business arena and will practice applying these theories in different contexts to better manage relations with regulatory bodies, community groups, and external suppliers and partners.

To tailor the studies to the student's career aspirations, the program offers three specialized degree tracks:

- **Compliance:** This track provides students with the subject area knowledge required to be an effective leader and coach to others in compliance. A distinct legal orientation and an emphasis on learning about the role of government regulation of business are hallmarks of the compliance track.
- **Corporate Social Responsibility:** This track prepares students to pursue positions engaged in launching, managing, and monitoring strategic initiatives involving community engagement and stakeholder relations. Students will learn how to engage with stakeholders of all types: consumer activists, shareholders, community groups, non-governmental organizations, and suppliers.
- **Forensic Accounting:** This track is designed to prepare students to take an active role in the prevention and detection of unethical or illegal activities within the firm and/or to coach others on these processes. Students who follow the Forensic Accounting track should already have some familiarity with performance reporting, accounting, and auditing in a firm.

Ideally, students complete the six core courses (MBA501, MBA530, MBE501, MBE510, MBE550 and MBE560) at the beginning of their program. Once students have completed the core courses, they may enroll in one of three required courses in their chosen track. All students must successfully complete MBE600-Capstone at the end of their program. In sessions where a core course that the student has already completed is offered, students may take another course provided they have met the pre-requisite requirement for the course. Yet, in any given session, students must always enroll in a core course that they have not completed before enrolling in any other course in the program. Below is a curriculum sheet describing the course requirement for the completion of the MBEC degree.

**Program chair:** Dr. Deborah Sementa, EdD, MBA, CRCM

- Deborah.Sementa@cambridgecollege.edu

## Program Outcomes

It is our expectation that graduates of the NEIB Master of Science in Business Ethics and Compliance program will have developed the ability to:

- Identify and assess the strategic, operational, and social risks faced by corporations.
- Analyze the relevance of current and emerging regulations, laws and governance standards and effectively applying these to an organization.
- Appreciate the respective roles and contributions to the firm of the functions of compliance, corporate social responsibility, ethics, auditing, and managerial reporting and control.
- Clearly present problems and solutions related to ethics and corporate governance to management and the Board.
- As a final deliverable, all MBEC students will develop and execute a 'real-world' project, generally in collaboration with a corporate partner, that demonstrates his/her ability to apply the concepts learned in the program to a practical business question.

## Instructional Delivery

The MBEC is an online program. Courses are five weeks in length and there are eight sessions each year. The MBEC degree can be completed in approximately 16-20 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

## Prerequisites

Upon completion of the admission requirements, students are conditionally accepted into the MBEC program until the undergraduate course MGM 201 Principles of Management is completed. Students may transfer in the equivalent of this course in accordance with its Transfer of Credit policy. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

Continued 



# Master of Science in Business Ethics & Compliance (MBEC)

## General Prerequisites ..... 3 credits

This prerequisite course may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

GMG 201 Principles of Management

## MBEC Capstone ..... 3 credits

MBE 600 Capstone: Ethics and Compliance

---

## Core Curriculum ..... 18 credits

- MBA 501 Strategic Leadership Management
- MBA 530 Legal & Ethical Dimensions of Strategic Management
- MBE 501 Regulations & Regulators
- MBE 510 Governance, Ethics & Compliance
- MBE 550 Conducting Internal Investigations
- MBE 560 The Culture of Ethics

---

## Concentrations ..... 9 credits

### Compliance

- MBE 515 Enterprise Risk Management
- MBE 540 Corporations and Compliance: Case Studies
- MBE 565 International Business Ethics & Compliance

### Corporate Social Responsibility

- MBE 580 Strategy, Missions & Governance
- MBE 581 Corporate Stakeholder Relations & Communications
- MBE 582 Measuring & Monitoring ESG Performance

### Forensic Accounting

- ACC 501 Forensic Accounting
- ACC 520 Forensic Data Analysis
- MBE 525 Fraud Examination & Techniques

### Risk Management & Insurance

- RMI 530 Liability and Property Risk Management & Insurance
- RMI 540 Life & Health Insurance
- RMI 560 Insurance Company Operations, Qualification & Underwriting

(All courses @ 3 credits except as noted.)

# Master of Science in Finance (MSF)

• CIP 5203 • 30 credits

## Program Description

The Master of Science in Finance program at New England Institute of Business is designed to meet the academic and skill needs of those who desire a career in modern finance. The program is academically rigorous and has proven to be most useful to those pursuing careers within the following areas of finance: asset management, debt, equity and commodities trading, investment banking, mutual funds, hedge funds, and insurance. Using both theoretical and applied methods, the MSF program prepares students to enter the field of finance or advance in their current positions.

## Program Outcomes

MSF students will be able to make sound managerial financial decisions by:

- Analyzing financial data and market research information to conduct analyses for sound investment decisions and portfolio management.
- Utilizing financial concepts and analytical tools to make financial decisions in managerial finance and investment management.
- Devising effective financial plans and risk management strategies.
- Applying theoretical constructs and quantitative tools to devise financial models to address corporate finance challenges.
- Evaluating issues in financial ethics and compliance to support ethical practices.
- Strategizing and proposing comprehensive financial plans and investment policies to maximize shareholders' value in the current global environment.

As a final deliverable, all MSF students will construct a comprehensive financial analysis and investment analysis report on par with those found in the financial press.

## Instructional Delivery

The MSF program is an online program. Courses are five weeks in length and there are eight sessions each year. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. The program can be completed in 16 months of continuous enrollment.

## Prerequisites

Students are conditionally accepted into the MSF program until the following undergraduate business courses are completed: Statistics and Corporate Finance. Students have a maximum of 12 consecutive months to complete any required prerequisite course(s), with a minimum grade of C (2.0). Students may transfer in the equivalent of these courses in accordance with its Transfer of Credit policy or enroll in these courses prior to full acceptance into the MSF at NEIB. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. To receive admission to the MSF Program, candidates must hold an undergraduate degree and have a final undergraduate cumulative GPA of 2.7 (B-). Also required is completed coursework in finance, statistics, calculus, economics, or accounting either at the undergraduate or graduate level. These candidates who have not may be granted conditional admission and be required to complete additional undergraduate courses.

Once students successfully complete any required prerequisite courses, they will be automatically moved to a fully accepted status. Students may complete the required courses at NEIB or from another institution in accordance with its Transfer of Credit policy. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

**Program chair:** Dr. Deborah Sementa, EdD, MBA, CRCM

• [Deborah.Sementa@cambridgecollege.edu](mailto:Deborah.Sementa@cambridgecollege.edu)

Continued 



Continued

# Master of Science in Finance (MSF)

## MSF Prerequisites ..... 6 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

- GFI 305 Corporate Finance
- GMA 305 Statistics

## Core Curriculum ..... 18 credits

Due to the mathematical complexity found in the courses of the MSF Program, MBA 502 and MSF 500 serve as foundation courses. Students are required to take these either their first or second courses in the Program. A grade of C (2.0) must be obtained in each foundational course.

- MBA 501 Strategic Leadership & Management
- MBA 502 Applied Quantitative Methods for Business
- MSF 500 Financial Markets
- MSF 505 Managerial Finance
- MSF 510 Investment Management
- MSF 545 Financial Modeling

## If not selecting a concentration ..... 9 credits

Choose three:

- ACC 520 Forensic Data Analysis
- MSF 540 International Finance
- MSF 547 Global Currency Management
- MSF 550 Financial Derivatives
- MSF 557 Financial Trading and Management
- MSF 560 Trading Psychology
- MSF 570 Financial Ethics and Compliance
- MSF 580 Insurance and Risk Management
- MBE 515 Enterprise Risk Management
- RMI 560 Insurance Company Operations, Qualifications and Underwriting

## Concentrations ..... 9 credits

### Ethics & Corporate Social Responsibility

Choose three:

- MBA 505 Managerial Accounting
- MBE 501 Regulations and Regulators - *required*
- MBE 510 Governance, Ethics & Compliance
- MBE 515 Enterprise Risk Management
- MBE 580 Strategy Missions & Governance
- MBA 530 Legal and Ethical Dimensions of Strategic Management
- MBE 581 Corporate Stakeholders Relations & Communications

### Global Finance Trading

Choose three:

- MSF 540 International Finance
- MSF 547 Global Currency Management
- MSF 550 Financial Derivatives
- MSF 557 Financial Trading and Management
- MSF 560 Trading Psychology

### Leadership

Choose three:

- HRM 501 Strategic Human Resource Management
- MBA 541 International Business & Global Strategy
- MBA 530 Legal and Ethical Dimensions of Strategic Management
- MBE 581 Corporate Stakeholder Relations & Communications
- MSF 540 International Finance
- MSF 557 Financial Trading and Management
- MSF 560 Trading Psychology

## MSF Capstone ..... 3 credits

- MSF 600 Finance Capstone

(All courses @ 3 credits except as noted.)

# Master of Healthcare Management (MHM)

• CIP 5107 • 30 credits

## Program Description

Today's healthcare system has undergone tremendous change with the implementation of new legislation and policy on the state and national level that has created tremendous implications for healthcare organizations, as well as individual healthcare professionals. The Master of Healthcare Management (MHM) curriculum was created at the nexus between policy implementation and business management – designed to provide participants with the knowledge, skills, and abilities needed to evaluate the implications of policy on organizational structure, finance, and strategy.

The MHM program is designed for individuals who are interested in advancing to healthcare management positions in critical business disciplines within organizations, as well as students who are interested in exploring entrepreneurial opportunities within healthcare. Graduates will be prepared to seek careers in the for-profit and nonprofit healthcare industries across sectors such as healthcare delivery, pharmaceutical, biotechnology, medical devices, healthcare delivery services, and insurance.

## Program Outcomes

After completing this program, the student will be able to:

- Understand the unique policy, regulatory, and legal issues facing U.S. healthcare industry participants and address these complexities in planning and decision making.
- Analyze financial statements and statistical data to understand the financial health of the organization, opportunities for growth, or cost containment and use this detailed and high-level data to inform decision making, plan, and manage risk.
- Construct and apply analytical and performance improvement tools including information technology, that help healthcare executives and managers solve complex operations problems and make efficient and effective healthcare operations decisions.
- Compose effective strategies in the management of contemporary healthcare operations issues such as process improvement, patient flow, and quality improvement.
- Design interprofessional teams to create a strategic planning process to address quality improvement initiatives in a healthcare setting.

## Instructional Delivery

The MHM is an online program. Courses are five weeks in length, and there are eight sessions each year. The MHM can be completed in approximately 16 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

**Program chair:** Lydia Cavieux, M.P.A., R.H.I.T.

- Lydia.Cavieux@cambridgecollege.edu

## Prerequisites

Students are conditionally accepted into the MHM program until GMA 305, Statistics is completed. Students may transfer in the equivalent of this course in accordance with its Transfer of Credit policy or enroll in this course prior to full acceptance into the MHM at NEIB. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

## MHM Prerequisite ..... 3 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

GMA 305 Statistics

## Core Curriculum ..... 21 credits

- MBA 501 Strategic Leadership & Management
- MBA 502 Applied Quantitative Methods for Business
- MHM 501 Evolving Healthcare Systems
- MHM 505 Healthcare Law & Policy
- MHM 525 Healthcare Finance & Reimbursement
- MHM 550 Healthcare Operations Management & Quality Assurance
- MHM 570 Long-Term Care in Organizations

## Elective Courses ..... 6 credits

*Choose two:*

- MHM 510 Healthcare Information Systems
- HRM 501 Strategic Human Resources Management
- MBA 505 Managerial Accounting
- MBE 501 Regulations & Regulators
- MBE 515 Enterprise Risk Management

## MHM Capstone ..... 3 credits

- MHM 600 Capstone: Strategic Planning in Healthcare

(All courses @ 3 credits except as noted.)

# Master of Human Resources Management (MHRM)

• CIP 5211 • 30 credits

## Program Description

This business-based and practitioner-oriented program is designed to provide participants with the knowledge, skills, and abilities needed to lead the human resources management (HRM) function in a wide variety of industries. By offering a thorough education in core HRM disciplines with a focus on HRM as a strategic business partner, it is intended to enhance existing HRM proficiencies and provide students with the ability to develop corporate-level HRM strategies.

Program content maps to the Society for Human Resources Management (SHRM)® HRM competency model, which is universally recognized as the highest professional standard for the practice of human resources. Participants completing this program will have the added benefits of being better prepared for the HR-generalist certification exams (SHRM-SCP/SHRM-CP and SPHR/PHR).

## Program Outcomes

Successful completion of this program is designed to prepare the student to:

- Analyze contemporary business problems and from an HR perspective, apply theoretical perspectives to develop economically efficient solutions.
- Identify appropriate metrics and evaluation methods to conduct meaningful quantitative and qualitative analyses to interpret, analyze, evaluate, and report data.
- Integrate theoretical perspectives and research findings to develop and defend a compelling strategic HR plan.
- Evaluate HRM practices from the perspective of a change agent, business partner, and executive-level manager.
- Partner with business units to create and implement HRM strategies that lead to competitive advantages and organizational effectiveness.
- Evaluate the HR implications of corporate-level and business-unit-level strategy formulation and implementation.
- Demonstrate competencies in functional aspects of HRM operations.
- Examine and apply the sophisticated HRM management tools necessary for businesses to survive in the Knowledge Age.
- Lead virtual teams consisting of diverse groups in changing work environments.

## Instructional Delivery

The MHRM is an online program. Courses are five weeks in length, and there are eight sessions each year. The MHRM can be completed in 16 months of continuous enrollment. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester

### Program chair:

Dr. Carla Patalano, DBA, MBA, SPHR, SHRM-SCP  
 • Carla.Patalano@cambridgecollege.edu

## Prerequisites

Students entering the program with an undergraduate degree in a non-business-related field or insufficient course work in business are conditionally accepted into the MHRM program until an undergraduate or graduate course in Principles of Management is completed. Students with insufficient work experience, at the discretion of the Program Chair, will be required to take GSP 499 Graduate Studies Practicum as a prerequisite. Students may transfer in the equivalent of these courses in accordance with NEIB's Transfer of Credit policy or enroll in these courses prior to full acceptance into the MHRM at NEIB. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Students have a maximum of 12 consecutive months to complete any required prerequisite course(s), with a minimum grade of C (2.7). Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

## MHRM Prerequisites ..... 3 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

GMG 201 Principles of Management

## Core Curriculum ..... 21 credits

- MBA 501 Strategic Leadership and Management
- HRM 501 Strategic Human Resources Management
- HRM 520 Recruitment & Selection for Organizational Excellence
- HRM 530 Total Rewards Approach to Compensation and Benefits
- HRM 540 Talent Management & Development
- HRM 550 Employee & Labor Relations
- HRM 560 Human Resources Metrics & Measurement

## Elective Courses ..... 6 credits

Choose two:

- HRM 510 Organizational Change & Stewardship
- HRM 570 Global Human Resources Management
- MBA 505 Managerial Accounting
- MBA 530 Legal & Ethical Dimensions of Strategic Management

## MHRM Capstone ..... 3 credits

HRM 600 HRM Capstone

(All courses @ 3 credits except as noted.)



Master of Science

# Master of Science in Quality Systems Management (MSQSM)

• CIP 5202 • 30 credits

## Program Description

The MSQSM teaches theory that is germane to the discipline while also emphasizing the direct application of what students learn. The MSQSM program emphasizes performance-based education where students acquire the critical knowledge and skills to analyze business practices; create comprehensive plans focused on tangible return on investment, and measure the effectiveness and efficiency of these plans. Since the vast majority of MSQSM students are working in their field, they are then able to apply what they learn to their workplaces, both immediately and over the lifespan of their careers in ways highly akin to other NEIB academic programs.

The skills taught in the MSQSM program can be applied to improve the efficiency and effectiveness of the operation in a range of organizations and industries, including but not limited to healthcare, finance, manufacturing, military, and government. The MSQSM provides strong, metrics- and outcomes-based education for advancing professionals that resonates well with careers in government and the military as well as a wide range of business fields.

Students will have the opportunity to choose one of two options in their final Capstone course. The first option is for students to choose a real-world Lean Six Sigma project with approval from their workplace. A second option is for students to choose an exam preparation track for those that wish to achieve certification for a Six Sigma Black Belt (CSSBB) or a Lean Six Sigma Black Belt certification (CLSSBB). The project and exam tracks are based on the American Society of Quality's (ASQ) Six Sigma Body of Knowledge.

## Program Outcomes

After completing this program, the student will be able to:

- Analyze customers' wants and needs within the identified environment and translate those into the customer's requirements.
- Design and implement a data collection plan.
- Analyze the performance of specific processes to include: creating appropriate metrics and collecting data.
- Select and apply the appropriate quality and project management tools and concepts in managing process improvement.
- Analyze the performance of a specific process in order to meet customer and business requirements.
- Identify, evaluate and implement solutions for process improvement.
- Analyze how the internal and external environment impact process improvement.
- Assess how organizational systems impact process improvement.
- Determine practices conducive to sustaining continuous process improvement.
- Identify new opportunities to leverage new systems and technologies.

## Instructional Delivery

The MSQSM program is an online program. Courses are five weeks in length and there are eight sessions each year. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. The program can be completed in 16 months of continuous enrollment.

## Core Curriculum ..... 21 credits

- MBA 501 Strategic Leadership & Management
- MBA 535 Operations Management
- MBA 530 Legal & Ethical Dimensions of Strategic Management
- PJM 505 Project Management I
- QSM 525 Quality Systems & Strategic Planning
- QSM 545 Supply Chain Management
- QSM 565 Performance Based Management & Benchmarking

## Elective Courses ..... 6 credits

Choose two:

- MBA 505 Managerial Accounting
- MBA 515 Technology & Analytics for Managers: A Strategic Approach
- MBE515 Enterprise Risk Management
- PJM 510 Advanced Project Management
- QSM 543 Business Process Analysis
- QSM 572 Financial Systems & Lean Accounting

## MSQSM Capstone ..... 3 credits

- QSM 600 Business Project Capstone

**Program chair:** John Beirne, MSQSM

- John.Beirne@cambridgecollege.edu

(All courses @ 3 credits except as noted.)

Boston, MA • 617.868.1000 • [www.cambridgecollege.edu](http://www.cambridgecollege.edu)

# Graduate Course Descriptions

New England Institute of Business  
at Cambridge College

## **ACC 501 Forensic Accounting - 3 credits**

Prerequisites: MBE 503. This course offers a thorough examination of the current methods and legal concerns for detection and prosecution of economic crimes. The course walks through the forensic process of initial detection, indictment and finally to gaining a conviction from the accountants' standpoint. Students will study fraudulent financial reporting, misappropriation of assets, indirect methods of misappropriating income, money laundering and cash flows, evidence management, loss valuations, and providing litigation support and testimony. The course examines how prosecutors enable tax code violations, offshore banking violations, and the Rico statutes to gain conviction of fraudulent and illegal crimes. The forensic accountant is the chief tool used in this process from the standpoint of initial detection, information gathering, and supporting the case from an expert witness and subject matter expert.

## **ACC 520 Forensic Data Analysis - 3 credits**

Prerequisites: MBE 503. This course covers the data collection and analysis aspect of forensic science applied to both the accounting and computer world. Most digital evidence is stored within the computer's file system but understanding how file systems work is one of the most technically challenging concepts for a digital investigator because little documentation exists. This course prepares you to understand and be able to testify about how file system analysis is performed. This course begins with an overview of investigation and computer foundations and then gives an authoritative, comprehensive, and illustrated overview of contemporary volume and file systems: crucial information for discovering hidden evidence, recovering deleted data, and validating your tools. Along the way, the course examines data structures, analyzes example disk images, provides advanced investigation scenarios, and uses today's most valuable open source file system analysis tools.

## **ACC 525 Asset Recovery and Loss Prevention - 3 credits**

This course has been designed to introduce students to the basics of loss prevention and asset recovery principles employed within the business industry today. This course functions as a bridge between physical security and computer security as it requires that both be in sync with one another to fully prevent loss within the enterprise. Proven strategies for prevention of fire, crime, error, fraud, and mismanagement actions are presented. The focal point of this aspect of the forensic accounting process is to not only prevent the loss, but also put in place proper tools for recovering a loss if uncovered during an investigation. Strategies for doing this will be provided and discussed in detail during this course. Forensic accountants must be prepared for advances in technology, and the ever-evolving open door that these technologies present from a loss prevention and recovery process.

## **ACC 530 The Forensic Audit - 3 credits**

Prerequisites: MBE 503. This course provides an overview of forensic accounting fraud auditing and investigative accounting techniques and tools. Fraud is no simple vice for business. Recent years have seen it grow both in size and complexity, to the point where some estimates place losses due to fraud at well over \$100 billion a year. With the increasing complexity of financial structures and the intensity of business competition, fraud has become harder to detect and more enticing to commit.

Much of the responsibility for the detection of fraud has fallen to the accounting profession, forensic accountants must learn how to recognize its signs early on and how to best approach and investigate potential cases. This course focuses on the investigation, detection, documentation, and prevention of accounting frauds, stock frauds, and employee theft and embezzlement. It provides an in-depth analysis of how fraud occurs within an organization and explains the latest techniques for fighting it.

## **ACC 550 Federal Taxation for Partnerships & Corporations - 3 credits**

The primary goal of this course is to provide students with basic instruction in tax laws as currently implemented by the Internal Revenue Service and to provide a working knowledge of preparing taxes for a partnerships, "C" Corporations, "Sub chapter S" Corporations, and limited liability companies (LLC). Tax related matters including gross income, deductions, losses, credits, tax computations, determination of basis, capital gains and losses, depreciation of business property and tax treatment of installment sales will be covered in this course.

## **ACC 555 Advanced Auditing Topics - 3 credits**

This course focuses on the auditing practices performed by certified public accountants. Students learn the roles of the auditors and the process for how audits are performed. Topics include fraud risk and evaluation of internal controls, audit planning, audit sampling and information technology usage, audit procedures and analytical tests, audit reporting and required communications, non-assurance services, internal audit, and corporate governance's effects on auditing.

## **ACC 560 Advanced Financial Statement Analysis - 3 credits**

The objective of this course is to sharpen the skills you will need to analyze and interpret financial statements effectively. Some of the topics we will cover in the course are earnings quality, off-balance sheet financing, inter-corporate investments and consolidations, equity carve-outs, employee stock options, derivatives, foreign currency translation, leases, pensions, and deferred taxes. We also will delve more deeply into the topics of earnings management and ratio analysis and discuss techniques commonly utilized in the valuation of common stock.

## **ACC 565 Not for Profit Accounting & Grant Writing - 3 credits**

The objective of this course is to expose accounting students to Not for Profit Accounting and the financial reporting associated with the A-133 Audit, IRS 990, and Annual reports. Students will be exposed to grant writing and the accounting of such grants.

## **ACC 590 Accounting Capstone - 3 credits**

Prerequisites: Completion of all other courses needed to meet degree requirements. This is the final course in the MACC program. Using a complex business problem, students explore "real world" accounting work.



**HRM 501 Strategic Human Resources Management - 3 credits**

Prerequisite: MBA 501: Strategic Leadership and Management. This course compares where human resource management (HRM) is now and where it needs to be in the future based upon needed strategic HR competencies, as outlined in the Ulrich (HRCS) model. The focus of the course is to identify the changes that HR needs within the HR field itself, to be perceived as a valued, strategic, business-savvy partner. From there, students identify ways they can partner with HR to meet business objectives. Students will complete a complex course-long project where they interview current HR practitioners and use the SHRM membership to gain insight into and create a dynamic presentation for a newly onboarded HR team. that serves as the cornerstone for a signature experience that communicates the HR competencies and how they are operationalized

**HRM 510 Organizational Change and Stewardship - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. The purpose of this course is to enable students to develop skills needed to lead and/or facilitate complex organizational change. Students will explore the role that HRM can play as the organizational steward and change agent by evaluating the ethical and organizational culture implications of human resources management decisions. Areas of focus include stakeholder analysis, corporate social responsibility and sustainability, and ethical practices.

**HRM 520 Recruitment & Selection for Organizational Excellence - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course focuses on the strategies and tools that human resources professionals use to create organizational excellence, by identifying high quality talent, creation of technological strategies to recruit high quality talent and employing valid selection measures for hiring and other staffing decisions. A large focus of the course is on creating an employment brand.

**HRM 530 Total Rewards Approach to Compensation & Benefits - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course is an exploration of the process of creating a total rewards approach to compensation and benefits, from design, to communication, implementation, and operation of a total rewards program, including organizational compatibility, legal compliance and program efficacy. Topics also include compensation and benefit fundamentals, job analysis, linking pay to performance, employee motivation, and performance appraisal.

**HRM 540 Talent Management & Development - 3 credits**

Prerequisite: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course covers the theories and techniques to enable learning and development from strategic and operational perspectives, focusing on the development of systems that will provide the highest levels of employee development, growth within the organization. A significant emphasis is placed on the role of the L&D function in fostering employee engagement and supporting and enhancing the employment brand. Contemporary approaches to onboarding, learning, and development as part of a retention strategy, succession planning and utilization of technological systems to support these functions within human resources planning will also be examined.

**HRM 550 Employee & Labor Relations - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course offers an introductory overview of employee-employer relations in unionized and non-unionized settings. The course is divided into three parts: labor relations laws and the processes of union organization and collective bargaining; employee rights in the workplace, including rights to employment-at-will, privacy, safety and security, and protection against defamation; and strategies used by non-union and union companies to improve employee engagement and commitment. Consideration will also be given to the role of human resources managers in these activities and the relevance of unions in the modern workplace.

**HRM 560 Human Resource Metrics and Measurement - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. As organizations are continually faced with maintaining their competitive advantage amidst a variety of environmental and business challenges, it is imperative that HR practitioners have a comprehensive understanding of the ways in which the workforce influences the business. In order for HR to embrace the challenge of being a true business partner, it needs to not only be conversant in a full range of HR metrics but also able to use the vast amounts of data produced to analyze and report workforce and human capital trends and patterns. As the HR function becomes more strategic, it is critical for HR professionals to gain mastery over a wide range of measurements and metrics surrounding how workforce data can be used to better inform decision making, promote return on investment (ROI), improve performance, and impact business outcomes.

**HRM 570 Global Human Resource Management - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. Global human resources deals with all aspects of human resource management in international contexts, including US-based companies doing business internationally or non-US-based companies doing business outside their home countries. Global human resource specialists are responsible for managing talent-related issues that impact global effectiveness, including global staffing, international compensation, global training and development, global mobility services, employee relations, and immigration and employment laws. Students will explore the challenges posed by rapid globalization of business, and their impact on creating and implementing strategic HRM decisions in a global business environment. Topics are framed within the context of global markets, global security, ethical practices, managing an international workforce and diversity.

**HRM 600 HRM Capstone - 3 credits**

Prerequisites: Completion of all MHRM courses or permission of college. This course is the culmination of the student's academic and professional experience, whereby students will integrate the course work they have completed in Global Human Resources Management, HRM Metrics, Total Rewards, Employee & Labor Relations, etc. Students will identify and analyze specific, real-world organizational challenges; ultimately developing a strategic HRM plan based focusing on strategic problem resolution and effective implementation.



**PJM 505 Project Management I - 3 credits**

This course explores both the theory and the practice necessary to successfully assess and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective and efficient project management based on industry standards set by the Project Management Institute (PMI). They will explore the project's life cycle and examine important project components—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement. The course offers interactive lectures, exercises and case studies, based on the “Guide to the Project Management Body of Knowledge” or the “PMBOK Guide 6th edition” therefore if students choose to pursue their PMI Project Manager Professional (PMP) or a Certified (CAPM) certification, this course is designed to be a pathway to pass the exam. This course is part one of a two-part sequence: PJM 510 Project Management II is the second course in the sequence.

**PJM 510 Project Management II - 3 credits**

This course explores both the theory and the practice necessary to successfully assess and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective and efficient project management based on industry standards set by the Project Management Institute (PMI). They will explore the project's life cycle and examine important project components—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement. The course offers interactive lectures, exercises and case studies, based on the “Guide to the Project Management Body of Knowledge” or the “PMBOK Guide 6th edition” therefore if students choose to pursue their PMI Project Manager Professional (PMP) or a Certified (CAPM) certification, this course is designed to be a pathway to pass the exam. This course is part two of a two-part sequence: PJM 505 Project Management I is the first course in the sequence.

**MBA 501 Strategic Leadership and Management - 3 credits**

Prerequisite: Acceptance into a graduate program or permission of the college. Drawing mainly from the fields of Psychology, Business, and Management, this course is designed to expose students to foundational theories, conceptual frameworks, methodologies, and business strategies they will use throughout their studies. Based on the premise that leadership and management skills can be learned, students will examine various theoretical constructs as a means of becoming more aware of their own leadership styles, and apply strategic business models to improve leadership and management skills in others. Students will identify and apply strategic models to analyze business problems, formulate strategic solutions, and make sound decisions.

**MBA 502 Applied Quantitative Methods for Business - 3 credits**

Prerequisite: Acceptance into the MBA or MSF program or permission of the college. This is an applied regression analysis course in the theory and application of regression analysis of economic and other social science data. It is designed to build on the basics of introductory statistics so that students can apply advanced regression analysis techniques and demonstrate the ability to do hypothesis testing. Students develop the necessary skills to build a parsimonious model that conforms to the assumptions of classical linear regression (CLR). The course is intended to provide more of a “hands on” than theoretical approach to quantitative analysis. Students transform data to test hypotheses using different forms of regression analysis. This analysis is evaluated for attributes of a good model (parsimony, identifiability, goodness of fit, theoretical consistency, and predictive power). During a students' evaluation of model specification, they learn how to identify and address violations of (CLR). At the completion of this course, students will have the ability to perform and evaluate quantitative analysis.

**MBA 505 Managerial Accounting - 3 credits**

The course covers concepts in managerial accounting ethics, cost-volume-profit analysis, cost behavior, methods of product costing and cost behavior, activity-based management, budget decision-making, reporting, and determining transfer prices between segments of a business organization. Traditional and modern cost analysis and management are examined through real world examples and decision cases. The new measures for relevant costs and performance reports are prepared with reporting alternatives by segment, activity-based and flexible budgeting and the balanced scorecard.

**MBA 520 Strategic Marketing Management - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business. This course explores the role that marketing management plays in the overall strategy of an organization. Students will learn to analyze market data to design effective, long-range marketing strategies, evaluate alternatives and create an implementation plan to guide a business through a dynamic, competitive business environment. Topics include segmentation, positioning, and marketing mix issues as a part of strategic marketing planning. The course also discusses analytics, agile marketing, and other contemporary trends in strategic marketing.

**MBA 525 Managerial Economics - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business. This course introduces the fundamental concepts of economic principles behind supply and demand, opportunity costs and market price and applies them to decisions made by businesses. The course focuses on three key topics. They include production and cost theory, market structure and pricing, and game theory and conducts microeconomic analysis, which deals with models of economic behavior of the consumer and the firm, and provides a basic understanding of firm and industry behavior that serves as a basis for business decision making.

**MBA 530 Legal and Ethical Dimensions of Strategic Management - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business. Business activities are governed by a dynamic landscape of rules derived from state and federal constitutions, statutes, administrative regulations, and decisional case law. The role of ethics in business decisions cannot be underestimated or undervalued. This course explores the how corporate citizenship, ethical business practices, and leadership form an integral part of corporate and individual decision-making. This course will explore these rules, how laws and regulations affect business, and the primary role of business ethics.

**MBA 535 Operations Management and Supply Chain Management - 3 credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business. This course is a survey of the strategic concepts and quantitative tools used in operations and supply chain management. The objective of the course is to provide the student with insights into the issues, models, and methods used throughout operations management to improve the competitive advantage of the organization. Topics include total quality management, process improvement, project management, supply chain management and logistics, and specific quantitative tools including forecasting, critical path method, decision theory, queueing/waiting lines, and statistical process control.

**MBA 541 International Business and Global Strategy - 3 Credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business. This course examines the inner workings of International Business from a strategic point of view. It includes the various challenges of operating in a global environment, including cultural, economic, operational, and legal aspects. It also reviews the concepts of global expansion, political complications, legal compliance, and ethical behavior. Students will explore the internal process of global business expansion and apply strategic paradigms to analyze, develop, and provide a comprehensive course of action.

**MBA 545 Capstone: Strategic Planning & Decision Making - 3 Credits**

Prerequisite: .Completion of all other courses needed to meet degree requirements. In this course MBA students demonstrate a broad mastery of the knowledge and skills gained throughout the program. This six-week class is a combination of a traditional class and a workshop. The workshop aspect includes participation in a simulation where teams of students craft an overall strategy and select tactics to build a successful, focused organization. Throughout the simulation, participants work in teams, competing against each other and/or the computer, as they guide their companies through six years of competition in an evolving market. Students analyze performance data from the year before and make strategic decisions designed to move their company towards success which requires them to look at an important issue through various lenses. The workshop closes with shareholder debrief presentation, peer review and comprehensive examination. The class closes with a reflection paper.

**MBE 501 Regulations and Regulators - 3 credits**

This course is designed to provide a broad understanding of the philosophy, history and context of regulations and regulatory agencies within various industries, including, but not limited to financial services, healthcare, and human resources. Students will evaluate and assess the external role of the compliance process, including federal, state, and local regulatory agencies. Students will study the complex regulatory environment that has recently grown in an effort to safeguard the public's personal information and prevent abuse within various industries.

**MBE 503 Accounting & Ethics - 3 credits**

This course's aims are two-fold: first, to provide students with a basic understanding of accounting methods as they are used for financial reporting and managerial control purposes; second, to provide students with a fundamental understanding of the role that our financial accounting system plays as a motivator and driver of managerial behavior. This course is suitable for both those experienced and unexperienced in accounting.

**MBE 510 Governance, Ethics, and Compliance - 3 credits**

This course aims are to provide students with a basic understanding of corporate governance as a term and as a practice involving relations between a firm's executive leadership, its governing board, and its stakeholders including shareholders and others who have an interest in the oversight of the entity. The course explores various governance models practiced in the US including both for-profit and non-profit and looks at the role and responsibilities of each of the parties in these relationships both as set down in the legal code and as suggested by current best practice. The role of various board committees will also be discussed along with their relationships with the regulatory agencies such as the SEC. A fundamental part of the course is a discussion of the 'purpose of a corporation' and of the various perspectives held by prominent thought leaders in the US on this subject. The course will also look at changes made in board practices following the Sarbanes Oxley legislation in 2002 and at recent trends in corporate governance.

**MBE 515 Enterprise Risk Management - 3 credits**

The purpose of this course is to understand the broad overview and perspective of risk management and both its theoretical and practical applications to corporate compliance issues, policies, and procedures. The course seeks to put Governance, Risk Management, and Compliance in context by providing an introduction and foundation to risk management.

**MBE 525 Fraud Examination and Techniques - 3 credits**

This course introduces the basic fundamentals behind fraud and its impact on the business world. It aids in gaining an understanding of the significance of fraud in the modern accounting world. This course prepares you to identify, detect, investigate, and prevent financial fraud. It outlines the nature of fraud and the different types of fraud, to include unique e-business fraud that is now possible in today's technological world. This course also touches on cutting edge elements of data analysis in fraud detection as well as the investigation and concealment of information. It will explore consumer fraud activities, as well as tax fraud strategies and methods. A specific focus will be on the financial statement fraud standards to include SAS 99 and Sarbanes Oxley impacts.

**MBE 540 Corporations and Compliance: Case Studies - 3 credits**

Prerequisites: MBE 501. The purpose of this course is to identify and assess both how corporations "went wrong" and what corporations consistently "do right" in business ethics and corporate compliance. Students will identify specific areas of regulatory and non-compliance based on actual case studies. They will also examine specific corporate policies and procedures which have been successful in creating a positive and productive corporate compliance culture.

Each week, two of the case studies or articles in the reading sections will be tied to a discussion board question. This gives students an opportunity to discuss each reading topic with the professor and classmates.

**MBE 550 Conducting Internal Investigations- 3 credits**

Most executives and HR professionals will have to conduct at least one formal investigation during their careers. Many will have to do so on numerous occasions for reasons such as theft, drug use or possession, discrimination, threats, assaults, or sexual harassment. This course is a guide to conducting thorough and lawful internal investigations. Investigative legal ramifications, principles, and techniques will be examined.

**MBE 555 Legal Issues: Employee and Labor Relations - 3 credits**

In this course, students consider the connections between employment issues and product markets, labor markets, and business strategies. The focus is on the effect of the constantly changing relationship between employers and their workers. Topics discussed include the complex structural, behavioral, and legal environment of management-employee relations with attention both to working with labor unions and to employee relations in settings in which workers are not collectively represented.

**MBE 560 The Culture of Ethics - 3 credits**

This course aims to provide student with a basic understanding of ethical theory and ethical decision-making. It begins with an introduction to several concepts in ethical philosophy. The psychological aspects of ethical decision-making are then introduced, along with ethical and social dilemmas. Concepts covered include ethical perspectives such as objectivism vs. realism and consequentialist theories such as utilitarianism. Students will look at how ethical reasoning can be impacted by individual psychologies such as unconscious bias, perceptions of fairness, future discounting, and in-group favoritism. The course will also allow students to explore ethical and social dilemmas such as 'tragedy of the commons' and the 'prisoner's dilemma'. Students will also be presented with practical examples of how these ethical principles and social dilemmas impact the business environment and business decision-making. The course ends with an exploration of the application of ethical principles to the business world and to the ethical cultures that prevail in many of our business institutions.

**MBE 565 International Business Ethics and Compliance - 3 credits**

Prerequisites: MBE 501- Regulations and Regulators & MBE 510- Governance, Ethics, and Compliance. Different legal, political, and business models have grown up in different parts of the world. Companies wishing to successfully operate outside of their own national boards and systems are finding themselves increasingly required to adapt to both international and foreign national standards of law, business practices, and ethics and conform their original business model to international and foreign national regulatory bodies. This course is designed to prepare students to understand practical ethical and compliance problems and phenomena which arise out of specific functional areas of companies or in relation to recognized business professions such as accounting, human resources, sales and marketing, production and intellectual property in a multinational corporation.

**MBE 580 Strategy, Missions & Governance - 3 credits**

This course explores the relationship between firm strategy and external environmental factors such as societal norms, governance frameworks, consumer expectations, and supra-national guidelines. Specifically, the course introduces students to the concept of 'corporate social responsibility' (hereafter CSR) along with firm strategies, governance mechanisms, and implementation approaches that explicitly integrate CSR concerns. Labeled as 'win-win' strategies, these approaches treat the externalities of economic activity, such as environmental damage or social displacement, not as costs to the firm, but as opportunities for cooperation and development. They also represent examples of how corporations can contribute to addressing some of the world's more pressing problems through partnership and innovation.

**MBE 581 Corporate Stakeholder Relations & Communication - 3 credits**

Prerequisites: MBE 510. Approached from a corporate communications perspective, students are provided with techniques for successfully managing and communicating with firms' stakeholders. The course looks at the range of communication outlets that require attention in various firm-stakeholder contexts, including negotiations, crisis management, stakeholder protest, etc. Students also explore potential areas of misunderstanding and conflicting priorities that underlie contentious firm-stakeholder relations and study examples of companies that have turned around situations that risked the reputation and legitimacy of the firm.

**MBE 582 Measuring and Monitoring ESG Performance - 3 credits**

Prerequisites: MBE 503. Increasingly firms are being asked to account and report on their performance in the social, environmental and governance realms. To be more than simply anecdotal accounts, firms are developing approaches to measure and monitor their performance. This course looks at the recent history of non-financial reporting, explains the nature of investor and stakeholder expectations for ESG reporting systems and at the various systems now in use including the GRI, the ISO standards, as well as voluntary agreements such as the UN Compact for corporations or the PRI for the investment community.

**MBE 583 NGOs, Consumer Advocates & Issues Management - 3 credits**

This is a hand-on course on how to manage partnerships with communities, charity organizations, and special interest groups. Students learn about ways to work with non-profit groups to improve relations and develop community-targeted projects. They are also exposed to the different forms of association or partnership that are appearing in order to provide structure and effectively manage the resources needed to achieve the goals set for collaborative ventures between business and the non-profit world.

**MBE 600 Capstone: Ethics and Compliance - 3 credits**

Prerequisites: Completion of all other courses needed to meet degree requirements. The purpose of this course is to allow students to cement their learning through the completion of a comprehensive project. Students will engage in individual or group projects as a means of learning how to implement the concepts covered in their degree work. Assignments are designed to turn theory into practical application and the final project will be tailored to the career area the student is pursuing.

The Capstone extends over two Sessions for a total of eleven weeks. An exception is made to NEIB's usual policy concerning simultaneous enrollments. During the first session of this two-session course; students may enroll in another course while simultaneously being enrolled in the Capstone course. During the second session of this two-session course, students must be enrolled only in the Capstone course.

**MSF 500 Financial Markets - 3 Credits**

Prerequisites: Acceptance into the MBA or MSF program or permission of the college. This course explores the features and functions of the key financial markets along with the institutions that serve the markets. Specifically, this overview compares and contrasts the equities, debt, money, and mutual fund markets. It analyzes the individual markets, as well as the interaction among them. The course also focuses on the Federal Reserve System: its integration with the investment market industry and how it affects economic conditions.

**MBA 502 Applied Quantitative Methods for Business - 3 Credits**

Prerequisite: Acceptance into the MBA or MSF program or permission of the college. This is the first or second course which MBA and MSF students take in the graduate program. It provides an applied approach to the use of quantitative models in managerial decision analysis. The course focuses on data collection, testing, analysis, and presentation of research findings. Upon completion of the course, students should be able to utilize statistical data in decision making, apply regression analysis techniques, demonstrate the ability to perform hypothesis testing, and build statistical models using Excel spreadsheets. Mid-Level working knowledge of Microsoft Excel is necessary to successfully complete the course.

**MSF 505 Managerial Finance-3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This is the first or second course that MSF students take in the graduate program. This course deals with managing business funds and planning their use to accomplish organizational objectives. The primary objective of this course is to introduce the fundamental skills required to manage the financial aspects of a business as well as create and maintain organizational value. The main topics include: time value of money; financial statement analysis; valuation concepts; Weighted Average Cost of Capital (WACC); capital budgeting techniques; uncertainty & trade-off between risk and return; and the Security Market Line (SML). Basic working knowledge of a financial calculator and/or Microsoft Excel is necessary to successfully complete the course.

**MSF 510 Investment Management - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This course provides in-depth analysis of the securities industry. It will describe and compare the different types and features of advanced securities such as mortgage backed, asset backed, and derivatives. The course introduces a securities market model describing the various participants such as banks, brokers, insurance companies, and investment advisors. Within this model, business and system requirements for investment management and trading, custody, and securities processing, and securities accounting are described in detail.

**MSF 540 International Finance - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. International Finance will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, international trade tariff and quotas, Euromarkets, and investment decisions in the global marketplace.

**MSF 545 Financial Modeling - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. Purpose: In this course, students will develop and build comprehensive financial models relative to various corporate finance and investment scenarios. Through active learning, students will build models relative to amortization, the time value of money, financial derivatives, and option pricing. Students must have a mid-level working knowledge of Microsoft Excel prior to entering the course. Basic knowledge of Microsoft Visual Basic for Applications (VBA) is also helpful. This course serves as a compliment to Managerial Finance and Financial Derivatives.

**MSF 547 Global Currency Management - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This course provides students with a comprehensive understanding of how foreign exchange (Forex) currencies are traded in both professional and retail markets and what causes currency values to rise and fall. The course examines the major players within the Forex market – banks, brokers, fund managers, hedge funds and retail traders – and explores the dynamics between these participants. It also investigates techniques to evaluate and trade FX for risk mitigation or speculation, exploring the use of futures, forwards, swaps and options to achieve these aims. Major macroeconomic data releases, political and central bank speeches are investigated, and their effects on Forex markets are analyzed, often in real-time. This course also introduces and examines fundamental and technical analysis techniques to forecast potential future exchange rate moves. As part of the course, students will be provided with a \$50,000 demo trading account to enable them to apply learned knowledge to real-time Forex markets.

**MSF 550 Financial Derivatives - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. The course is designed to foster an understanding of derivatives, primarily forwards, futures options, swaps, collateralized debt obligations, and credit default swaps. This is achieved through an introduction to the basic techniques of pricing and trading. The course also focuses on the usage of these instruments for speculation and risk management.

**MSF 557 Financial Trading and Management - 3 Credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This course is designed to develop and expand the techniques introduced in MSF547 to investigate additional asset classes and more advanced analysis techniques. Additional technical analysis indicators will be introduced, enabling students to evaluate price momentum and trend strength in more detail, as well as additional asset classes such as commodities and stock indices. Putting together this new-found knowledge, students will continue to trade their \$50,000 demo trading account as they develop their trading strategies. Additional options strategies will be introduced to identify more advanced methods of speculation and hedging of risk exposure. Students will be required to monitor and record their trading activity and use this information to critically evaluate their own trading performance.

**MSF 560 Trading Psychology & Risk Management - 3 credits**

Prerequisites: MSF 547: Global Currency Management; MSF 557: Financial Trading and Management. All human beings are hard-wired to behave in a certain way, given certain stimuli and situations. However, traders and investors need to adapt their behavior to become successful. This course studies a range of human emotions and the effect of crowd behavior on financial markets; what makes people think and behave as they do and how this (somewhat predictable) behavior can be used to forecast market movements and enhance trading profits. The course also examines individual psychological biases and explains how to recognize the reasons that cause traders to make predictable errors in their analysis & trading. The course examines how to identify these biases and how to avoid falling into emotional traps when trading. The course also explains how to recognize, assess and manage potential burn-out in traders, and how to help them return to profitability after a performance slump.

**MSF 570 Financial Ethics and Compliance - 3 credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This course examines the state of ethics in the financial industry. Students will observe how the culture of the finance industry serves as an impediment to ethical behavior and compliance with current regulations and propose solutions to finance-related ethical dilemmas. These issues will be critically analyzed relative to agency relationships, market transactions, fiduciary responsibility as well as SEC and FINRA regulation of investment activity.

**MSF 580 Insurance and Risk Management - 3 credits**

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business. This course identifies and evaluates business and personal risk using insurance as a risk management tool. Students will study introductory and advanced topics in risk management as well as life, health, property, and liability insurance with their related legal and compliance issues.





### **MSF 600 Finance Capstone - 3 credits**

Prerequisites: Completion of All Other Courses in Program. The Finance Capstone is the final course in the MSF Program. The purpose of the course is for the student to demonstrate a broad mastery of the knowledge and skills gained throughout the program. Through a combination of theoretical and applied financial concepts and techniques, the expected outcome of the course is the production of a high quality investment analyst report on par with those seen in the financial press. This final project should demonstrate the student's expertise in the field of finance.

### **MHM 501 Evolving Healthcare Systems - 3 credits**

This course presents an overview of the organization and structure of the U.S. health care system. The core concepts of cost, access, and quality will be explored as well as introducing how healthcare is financed and delivered. The technical, economic, political and social forces responsible for changes in the health care system will be discussed in addition to addressing the management of organizations that deliver health care services such as independent practitioners, hospital facilities, nursing homes, and multi-specialty clinics. This introductory foundation will provide students the core knowledge needed to be successful in a diverse healthcare management environment.

### **MHM 502 Quantitative Methods and Metrics - 3 credits**

Prerequisites: GMA305 or Statistics Course. This is an applied statistics course that builds on a foundational knowledge of basic statistics. Students will apply a sequentially developed group of statistical tests (z scores, t-tests, ANOVA, and regression) to healthcare scenarios. Students develop the necessary skills to identify the unique characteristics of each test and recognize which test to use based on the parameters of the data. At the completion of this course, students will have the ability to perform and evaluate quantitative analysis. Additionally, this course will discuss the quality metrics that are evaluated in contemporary healthcare settings.

### **MHM 505 Health Care Law and Policy - 3 credits**

Health Care Law and Policy surveys the legal environment of the health services industry from a policy perspective. The course exams case law, statutory and regulatory analysis, and trends in health services delivery law to focus on the overall legal relationships among physicians, personnel, patients, and health care institutions. Topics include access to health care, antitrust law, personnel licensure, and institutional accreditation, malpractice, professional and institutional liability, cost containment regulation, and cost controls in government programs. This course discusses the philosophical and managerial implications of ethical issues including professional codes, resource allocation, and decisions concerning impaired professionals.

### **MHM 510 Healthcare Information Systems - 3 credits**

This course provides a broad overview of the evolving role of information systems within a wide range of healthcare settings, taking into account both patient and practitioner perspectives. Students critique the impact that healthcare information systems have on decision-making, reporting, managing healthcare costs, and improving patient outcomes. Legislation and regulatory requirements that affect healthcare IT, such as HIPAA, electronic health records, and healthcare policy are evaluated. Finally, innovations in health informatics are explored and their impact on current practice.

### **MHM 515 Human Resources Management for Healthcare Professionals - 3 credits**

This course addresses the key issues facing the Human Resources (HR) professional within today's multifaceted healthcare organization. Throughout the course, students will compare where human resource management (HRM) for healthcare is now and where it needs to be in the future based upon needed strategic competencies and address ways in which HRM can partner with the organization to meet business objectives.

### **MHM 520 Managerial Accounting for Healthcare Professionals - 3 credits**

In this course, students learn how to use decision-making tools from managerial accounting that promote the strategic goals of various healthcare organizations including hospitals, outpatient services, and insurance providers. Students identify relevant costs and cost pools as they relate to performance measures. Topics are addressed within the context of their effect on patient outcomes, financial health of the organization, and ethical considerations. Traditional concepts such as cost behavior, cost-volume-profit (CVP) analysis, and activity-based costing (ABC) are applied to health care examples and cases. As part of this application, students develop a balanced scorecard that tracks key drivers of organizational performance.

### **MHM 525 Healthcare Finance and Reimbursement - 3 credits**

An understanding of healthcare finance and reimbursement is a driving force behind the ability to survive in today's healthcare environment. This course addresses key areas for professionals who are working or desire to work in this industry. The course begins with a study of the revenue cycle management process, the lifeblood of a healthcare facility. Next, reimbursement models, to include study of emerging trends and processes, are analyzed in terms of maximizing payments to entities. Long-term care facilities, along with physician practices, provide an extension to the acute care model, so professionals are introduced to current financial issues, along with emerging trends, within these organizations. The course ends with an in-depth review of current trends and technologies that are affecting healthcare finance and reimbursement, to include electronic medical records (EMRs) and the increased focus related to the identification and elimination of fraudulent financial practices within the healthcare industry.

### **MHM 550 Healthcare Operations Management and Quality Assurance - 3 credits**

This course focuses on achieving excellence in healthcare operations management and the strategic implementation of programs, techniques, and tools for reducing healthcare costs, improving quality and performance, and improving patient flow, safety and satisfaction. In this course the student reviews the role of operations management in the healthcare industry by understanding the factors that affect operations performance outcomes within healthcare organizations; methods to assess, monitor, adjust, and improve clinical and administrative performance; and management techniques and tools of quantitative analysis of operations and decision support. This course covers the basics of operations management and explains how operations and process improvement relate to contemporary healthcare trends such as evidence-based medicine, lean management, Six Sigma, capacity management, supply chain, project management, staffing, scheduling, and pay-for-performance.



**MHM 565 Risk and Regulatory Compliance - 3 credits**

As introduced in MHM501, regulatory oversight is significant for healthcare organizations and requires advanced compliance management. Students review current federal laws and regulations that affect healthcare organizations and focus on concepts for organizing and implementing compliance and risk management. Students will be able to analyze the wide range of regulations that affect the different areas of the healthcare industry and create guidelines for implementing effective programs to ensure compliance with them.

**MHM 570 Long-Term Care in Organizations - 3 credits**

This course examines the delivery of Long-Term Care (LTC) within various health care settings. It reviews the implications of longevity found within demographic data while analyzing the need for further governmental intervention and the allocation of funds required to effectively administer care to an aging society. This course provides an overview of long-term healthcare issues and the healthcare delivery programs designed for an aging population. Topics include the organizational arrangements for providing long-term care, the services provided in long-term care facilities, gerontology, and geriatric medicine, social and behavioral aspects of the aging, and the roles of healthcare providers working with the elderly. Upon successful completion of this course, students will be able to identify the different types of organizations, populations, and services that make up the long-term healthcare system; discuss the impact of the elderly on the healthcare system, and describe the complex needs and unique aspects of caring for elderly patients.

**MHM 580 Leadership in Healthcare - 3 credits**

This course examines the dynamic nature of leadership in the healthcare and public health contexts. This course uses foundational leadership concepts to develop leadership applications and processes, such as leadership assessment (individual and team), communication improvement, strategic planning, decision making alignment, employee enhancement, and knowledge management for use in creating and maintaining an organizational culture that can thrive within its external environment while improving organizational efficiency, effectiveness, and efficacy.

**MHM 600 Capstone: Strategic Planning in Healthcare - 3 credits**

Prerequisites: Completion of All Other Courses in Program. The goal of the course is to have students demonstrate a broad mastery of the knowledge and skills gained throughout the MHM program. This class is a combination of a traditional healthcare strategic management class and a final research project. The project requires students to examine an external healthcare organization and apply healthcare strategic management techniques to support a successful organization and the provision of increased quality of care. Students will identify and analyze specific real-world organizational challenges associated with managing an organization, in light of policy mandates; ultimately developing a research project focusing on strategic problem resolution and effective implementation.

**QSM 535 Operations Management - 3 credits**

Operations Management encompasses the methods and practices used to systematically plan, design, and execute the processes necessary to deliver services or produce tangible goods. Within the study of Operations Management there is a range of procedures and ancillary systems (i.e. purchasing, project management, training) necessary to manufacture materials or deliver services whether in the for profit or non-profit sectors. This course presents an overview of operations management from manufacturing and service delivery perspectives and looks back at the origins of the function as well as reviewing current best practices including operations and sustainability.

**QSM 525 Quality Systems and Strategic Planning - 3 credits**

QSM 525 introduces Six Sigma DMAIC (Define, Measure, Analyze, Improve, and Control) process and the associated quality tools that are used to assess and improve business processes. The course explores the role of quality in the strategic planning process. Strategic Planning is a process of articulating and envisioning a desired future and developing the procedures to mobilize the organization to achieve that future. This course introduces strategic planning methods and tools within the context of quality systems thinking and places emphasis on planning strategies that will help organizations shape their own future rather than passively wait for the future to shape them. This course will address basic definitions and methods, the typology of planning, the process of envisioning, how to overcome barriers to strategic planning and finally key implementation strategies and lessons learned from real-life public and private organizations.

**QSM 543 Business Process Analysis - 3 credits**

QSM 543 will explore Lean Thinking, Value Stream Mapping, and the best practices in Quality Production Systems. Students learn how to identify their organization's value stream and how it fits into their division's value stream. Current State and Future State maps are created. Opportunities for improvement are graphically displayed, waste is identified, and business process solutions are developed with a linkage to the data. Instruction is provided in throughput improvement methodologies, including throughout analysis, and Just-in-Time production, as applied to business and manufacturing processes.

**QSM 545 Supply Chain Management - 3 credits**

This course introduces supply chain management practices within the context of systems and process thinking and places emphasis on planning strategies that help organizations optimize material, information, and workflow. Topics include the Supply Chain Fundamentals, Supply Chain Operations Reference (SCOR) Model, Strategic SCM initiatives, Supply Chain Integration, Supply Chain Maturity and Networks, and best practices that characterize best in class companies. Class discussion and case studies are an important part of learning and students will be asked to relate supply chain management approaches to their own organization. Tools and techniques for understanding, analyzing and redesigning supply chain systems and processes and their networks will be discussed and practiced.

**QSM 565 Performance Based Management and Benchmarking - 3 credits**

Students learn the concepts of the Baldrige Criteria, Performance Excellence and benchmarking principles. Topics include an overview of quality-based systems management, process redesign, process mapping, performance benchmarking, process flow comparisons, and contemporary applications such as High Reliability Organizations (HRO) and performance outcomes. Teams of students complete an actual process improvement at a company or organization.

**QSM 572 Financial Systems and Lean Accounting - 3 credits**

Application of financial business theory and assessment of the cost elements of implementing systems and processes that promote the highest standards of quality are the core concepts of this course. The focus is on cost accounting and understanding the hidden cost of inefficiency and internal and external failure. It is also focused on the financial implications of Lean operations, as well as assessing and calculating the cost benefit analysis resulting from process improvements and reducing costs due to substandard service, failure of products or defects.



### **QSM 599 Business Project - 3 credits**

The Master's Business Project (MBP) offers students a disciplined approach for pursuing quality improvement initiatives and programs of core organizational processes by helping them to identify root causes of process problems and applying evidence-based quantitative and qualitative methods and tools to measure, monitor, and improve performance. The MBP provides a real-life learning experience where the student applies the best business practices in an organizational setting to obtain desired process outputs and outcomes. Students work closely with faculty to identify a difficult, chronic, and important problem within an organization for which solutions have not been found. Faculty, student and sponsoring organization work closely together to research and analysis of key business processes and recommend process improvements.

### **RMI 530 Liability and Property Risk Management and Insurance - 3 Credits**

This course provides students with an in-depth understanding and knowledge of Liability and Property Risk Management & Insurance. Students acquire an understanding of liability loss exposure and the law of negligence. The course provides a survey of auto and homeowners insurance products. Students study other property and, liability insurance coverages including inland marine floaters, ISO dwelling program, government property insurance programs, business income, personal liability policy, transportation insurance, commercial general liability policy, workers compensation insurance, aircraft insurance, professional liability insurance, crime insurance, and surety bonds, and commercial crime coverage. Students learn to utilize liability and property policies as important means for risk management.

### **RMI 540 Life & Health Insurance - 3 credits**

This course provides students with an in-depth understanding and knowledge about the principles on which life and health insurance are based. Students develop an understanding of the role and importance of life and health insurance in our society, and to provide an introductory overview of life and health insurance products and pricing concepts.

### **RMI 550 Retirement Planning & Employee Benefit Plan Design - 3 credits**

This course analyzes retirement planning and employee benefits. Students study the important steps and different aspects of designing, developing and planning an effective employee benefits program. The course covers a wide array of essential topics for developing and planning a cost-effective employee benefit plan including, health insurance, compensation, and benefits packages, self-funding vs. insurance, taxation, and forecasting. Moreover, it offers benchmarking costs and plan performance.

### **RMI 560 Insurance Company Operations, Qualification, and Underwriting - 3 credits**

Students study the fundamentals of insurance companies' operations covering business development and customer acquisition, product development and distribution, underwriting, claim administration, solvency management, reinsurance, and information management. Students gain an in-depth understanding of the important strategic decisions made by executives and day to day management of the operations of an insurance company.

### **RMI 580 Insurance & Risk Management - 3 credits**

This course identifies and evaluates business and personal risk using insurance as a risk management tool. Students will study introductory and advanced topics in risk management as well as life, health, property, and liability insurance with their related legal and compliance issues.

### **RMI 600 Risk Management & Insurance Capstone - 3 credits**

Students are provided the opportunity to showcase their acquired knowledge through the RMI program to research and prepare a comprehensive Risk Analysis Report for an enterprise. They conduct a risk assessment to identify the company's risks and recognize the controls to mitigate and reduce risks. Students devise a risk management plan with a risk assessment matrix complemented by insurance policies.

