

BUSINESS AND ECONOMICS

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About the Degree Programs

The **Master of Business Administration** program is designed to prepare graduates to successfully lead and manage organizations in a constantly changing environment. In both the for-profit and not-for-profit environments, today's executive is faced with a myriad of concerns ranging from ethical and human rights issues to globalization and environmental protection. The Salve Regina University business administration curriculum provides the technical knowledge and skills to appreciate and address these and other critical contemporary issues. The program is directed toward developing leaders with a focus on ethics, organizational behavior, finance, economics, accounting and strategic management. Social purpose and workplace humanization are underlying program values aligned with the University's mission to work for a world that is harmonious, just and merciful.

The Master of Science in Organizational Transformation and

Leadership provides an interdisciplinary approach to leading, along with the tools to predict, analyze, and address current and future business challenges, while integrating data-driven best-practices. This program integrates three high-demand areas for professional development in response to the ever-changing landscape of the business world, catering to organizations and individuals seeking to adapt and thrive. The program equips aspiring leaders with the mechanisms to better understand, develop and affect culture, lead innovative change, manage high-impact teams, and improve personal career options. Students learn how to unleash high-purpose leadership potential within individuals, groups, and complex organizations. Through this transformative journey, students learn to harness the power of effective leadership, drive positive change, and create a meaningful impact in both the professional realm and society at large.

About the Certificate Programs:

The **Graduate Certificate in Business Intelligence for Organizational Progress** offers a comprehensive curriculum that equips professionals with the knowledge and skills necessary to drive organizational advancement through data analytics. This program covers topics such as quantifying metrics through data analytics, understanding and visualizing data, ethics in data and finance, and business operations and systems thinking. By integrating these areas of study, the certificate program enables participants to effectively analyze data, tell stories through data, make informed decisions, and optimize business operations. Graduates of this program are equipped to leverage data-driven insights, employ ethical practices, and apply systems thinking to enhance organizational performance and drive progress.

The **Graduate Certificate in Organizational Culture Transformation** offers a comprehensive curriculum that equips professionals with the knowledge and skills necessary to promote inclusive leadership and address systemic inequalities. This program covers topics such as leading system change, leading group dynamics, understanding systemic inequalities, and developing cross-cultural awareness. By integrating these areas of study, the certificate program empowers individuals to become leaders capable of driving transformative change, fostering inclusive team dynamics, advocating for equity, and effectively understanding and navigating cultural transformation.

The Graduate Certificate in Strategic Transformation & Sustainable Management

offers a comprehensive curriculum that equips professionals with the knowledge and skills necessary to navigate the complex realm of strategic organizational transformation and change, while also integrating more sustainable business practices. Students explore strategies and learn practical tools for driving organizational change, business futuring, strategic management, ethical decision-making, and innovation while addressing issues and practices in Environmental, Social, and Governance (ESG). This program is designed to equip individuals with the knowledge, skills, and strategic mindset required to navigate complex challenges, drive positive change, and build resilient, sustainable organizations.

On Campus, Online or On-site

All programs can be earned entirely online. Some courses may be offered with campus meetings. Many students accelerate completion of their degrees by taking a combination of on-campus and online courses simultaneously. If a business, agency or organization is interested in sponsoring an onsite program, a representative should contact the graduate program director for additional information.

MBA Student Learning Outcomes

At the completion of the program, students will be able to:

1. Demonstrate well-developed problem-solving skills.
2. Demonstrate the major theories and concepts in the areas of accounting, finance, management, and marketing, and elucidate their applications to organizational decision making.
3. Evaluate the opportunities and challenges of globalization and apply managerial skills to global business issues.
4. Integrate legal and ethical problems and apply standards of ethical behavior in business to management decision making.
5. Apply appropriate technological and quantitative methods and tools to the solution of practical management problems.
6. Create highly developed forms of both narrative and persuasive types of communication and present them orally and in written form to diverse professional audiences.
7. Demonstrate well-developed organizational, leadership, and teamwork skills for the effective implementation of organizational policy.
8. Students will be able to manage organizational problems and issues from a multi-disciplinary perspective.
9. Students will be able to integrate theory and practical application across business functional areas for the purpose of strategic analysis, planning, implementation, and control.

(Source: 2022 Assessment Report)

MS in Organizational Transformation and Leadership Student Learning Outcomes

At the completion of the program, students will be able to:

1. Demonstrate mastery of theoretical material related to leadership principles, theoretical perspectives, and/or transformative process for change.
2. Interpret the challenges faced in the new and ever-changing world of business that may be applied across diverse cultures, sectors, and industries.
3. Integrate leadership and management perspectives and practices to diverse situations.
4. Apply principles of ethical behavior in business to management decision making.
5. Apply techniques to develop and grow strategic, sustainable, & transformative organizations to meet today's challenges.
6. Use data analytics and quantitative methods for evidence-based decision making.
7. Recognize how to lead people and groups through organizational change practices and procedures.
8. Demonstrate high level narrative and persuasive communication, both orally and in written form to diverse professional audiences.
9. Demonstrate well-developed organizational, leadership, and teamwork skills for the effective implementation of organizational policy, innovation, and strategic management.

Master's

- Master of Business Administration (M.B.A.) (<https://catalog.salve.edu/graduate/academic-programs/business-economics/master-business-administration-mba/>)
- Organizational Transformation and Leadership (M.S.) (<https://catalog.salve.edu/graduate/academic-programs/business-economics/organizational-transformation-leadership-ms/>)

Certificates

- Business Intelligence for Organizational Progress Certificate (<https://catalog.salve.edu/graduate/academic-programs/business-economics/business-intelligence-organizational-progress-cgs/>)
- Organizational Culture Transformation Certificate (<https://catalog.salve.edu/graduate/academic-programs/business-economics/organizational-culture-transformation-cgs/>)
- Strategic Transformation and Sustainable Management Certificate (<https://catalog.salve.edu/graduate/academic-programs/business-economics/strategic-transformation-sustainable-management-cgs/>)

MGT-502: Managing in a Global Economy (3 Credits)

This course presents the backgrounds, patterns and practical management and operations of domestic, international, multinational and global businesses. Consideration will be given to management and organizational theories as they apply to contemporary organizations including manufacturing, hotels, service industries, for-profit, non-profit, social and entrepreneurial ventures. Topics include working with regulations such as European Union (EU), North American Free Trade Agreement (NAFTA), World Trade Organization (WTO), and Normal Trade Relations (NTR) status as it relates to transnational corporations, global trade and global financial flows. The importance of international human resources management working with labor customs and regulation; respecting varying cultural environments; and identifying and developing global competencies will be covered. The interactions between business policies and the host country's sociopolitical and economic environment are investigated. The use of case studies provides practical application of theories to enhance learning. This course should be among the first courses taken in the program.

MGT-503: Business Law (3 Credits)

This course concentrates on the regulatory issues facing organizations, and compliance requirements. The law controlling agency, partnerships and corporations is examined. Emphasis is on the rights, duties and liabilities of principal, agent, partner, shareholder, officer and director. Students also are exposed to a survey of the law as it relates to personal property, real estate, bankruptcy, negotiable instruments, contracts and the Uniform Commercial Code. Students will use case studies as a basis for understanding how legal requirements (including compliance) are applied in a variety of business settings, and how to mitigate legal risk.

MGT-507: Organizational Behavior & Leading People (3 Credits)

Leading people in organizations is a complex interplay between a leader and workplace dynamics. Leaders do not act alone; they function through relationships that exist within the workplace. Thus, one requirement for effectively leading and managing people is to learn how to make sense of organizational life. This course explores the essential principles of guiding individuals within an organizational context, a pivotal component of any managerial role or leadership responsibility. Throughout the course, students will explore a variety of topics and challenges within the domains of organizational behavior, psychology, and human resource management. These encompass understanding and managing individual differences and multiple perspectives, navigating international and cultural considerations, collaborating within groups, whether they are virtual or physically located in different places, motivating individuals, exercising leadership, shaping organizational structures and cultures, steering change processes, fostering empowerment, delegating tasks, facilitating effective communication, and upholding ethical standards in management.

MGT-509: Human Resources Management (3 Credits)

This course will provide students the understanding of the effective uses of human resources as a manager or an employee. Adaptive methods to achieve organizational goals using ethical considerations and legal obligations will be illustrated. The processes used to determine human resource requirements, recruitment, selection, personal career development, and beneficial accommodation of employees in contemporary organizations will be explored through research, discussion, and case analysis.

MGT-510: Managing Business Operations (3 Credits)

This course introduces tools and techniques necessary to assure effective and efficient operations in both service and manufacturing settings. Managerial decision making, forecasting, queuing and inventory control are enhanced by use of techniques such as total quality management (TQM), statistical process control (SPC), supply-chain management, and quantitative evaluation of capacity, location, layout and resource planning. Quantitative Analysis, Calculus and/or Statistics or equivalent or permission of instructor is required.

MGT-513: Managerial Economics (3 Credits)

This course provides an overview of the economic tools and analytical approaches utilized for business decision making. Topics include price setting, forecasting, demand, production and cost analysis, and the macroeconomic environment/policy as a primary influence upon the business environment.

MGT-519: Cross Cultural Awareness in Organization (3 Credits)

The world of work has changed. Cross-cultural skill sets are needed in all aspects of our collective lives- personally, locally, and globally. The course will examine complex topics, such as inclusion, diversity, and intergenerational opportunities, within the areas of cross-cultural competencies and ethics. This course examines cross-cultural awareness in organizations through a combined examination of organizational models and multi-cultural principles and approaches. It will explore models that provide practical tools to bridge the differences that create conflict and that divide people and organized systems. Students will apply theories to practice, discover personal leadership abilities, develop cultural competencies, and integrate learning within their own areas of interest.

MGT-521: Data Visualization for Business Intelligence (3 Credits)

This course exposes students to data analytics, information visualization, and data storytelling for evidence-based decision making in business. Foundational business analytics content is covered, including communicating strategic and ethical business decisions for diverse audiences. appropriate messaging, and understanding human biases. With the use of Tableau, a highly regarded business intelligence and analytics software, students will gain hands-on experience through the creation of data visualizations and dashboards.

MGT-524: Entrepreneurial Enterprise (3 Credits)

This course provides the entrepreneurial knowledge and skills to lead an entrepreneurial unit within an organization or develop a new venture. Topics include identifying market opportunities, research and feasibility studies, strategic business planning, operations, sustainability, funding alternatives, marketing strategies, and budgeting.

MGT-525: Social Entrepreneurship and Social Enterprise (3 Credits)

Social entrepreneurship and social enterprise are business models that utilize innovative ideas and the marketplace to help solve difficult social problems. Students in this course will learn how to solve social problems by employing either a for-profit or not-for-profit market-based solution. Students will gain skills to identify, analyze, implement and assess potential enterprises that will create and sustain social value while focusing on the needs of the intended target market.

MGT-528: Quantifying Metrics Through Data Analytics (3 Credits)

This course highlights the principles and techniques required for the acquisition and preparation of data used for strategic decision-making in business. Basic statistical analysis and modeling are covered using analytical tools such as Microsoft Excel. Students will gain an understanding of how to interact with data effectively, draw meaningful insights, and communicate findings through descriptive, prescriptive, and predictive analytics.

MGT-530: Marketing and Consultative Selling (3 Credits)

Students examine the tools and techniques of managing marketing activities and decision-making skills needed for profit and non-profit businesses in the domestic and international marketplace. They explore principles and concepts including product positioning, development and policy; pricing; distribution; effective communication, social media marketing, as well as segmentation, targeting, and positioning to recognize and solve marketing problems. Consultative sales techniques and sales management principles will also be explored.

MGT-531: Managing Diverse High Impact Teams (3 Credits)

This course will provide a framework to view the dynamics of group development. The course will provide practical experience in group dynamics, and in managing groups and teams. Students will learn to identify different group types, establish group norms, understand the evolution of a typical group, and become familiar with ethical issues in leading and managing groups. One essential component of managing diverse high-impact teams is the ability to observe how people interact and to know how or when to intervene within an emergent group situation. Students will explore the various implications that an organization, culture, society, and/or community have on group development.

MGT-533: Personal Leadership Mastery (3 Credits)

Leading in today's world can be fraught with uncertainty, ambiguity, and even chaos. A new type of leader with different skill sets is needed at all levels: personal, professional, local, national, cross-national, global, and planetary. Evidence-based research supports the idea that leadership skills can be learned that enable individuals to step into leadership regardless of rank, role, age, and other differences. These skill sets are both personal and organizational. Through this course, students will explore integrative approaches to enhance personal growth and development. Students will explore how to lead self, how to develop a clear, purpose-driven leadership philosophy, and how to develop personal and interpersonal strategies for effective resilience, energy management, and relationship-building communication.

MGT-535: Systemic Inequalities and Policy (3 Credits)

Leading organizational culture transformation is complex. This course explores the central question of how to create a more just and equitable organizational culture and will provide critical thinking, analytical skills, and tools to examine this question. This course will take a deep look into the systemic inequalities and policies that mitigate against successful organizational cultural transformation. Students will explore the deep-seated causes of systemic inequalities that are rooted in history, organizational theory, and the dominant leadership assumptions of command and control, to provide insight into how these inequalities persist, evolve, and grow. The course will help students develop the skills needed to critically assess organizational and public policies, discern and evaluate the effectiveness of policies developed to address these issues, and learn to inquire about the ethical dilemmas associated with implementing reasonable policy initiatives.

MGT-540: Social Justice and Business Ethics (3 Credits)

In response to the extensive globalization of the economy and the explosion of worldwide communications and educational changes, this course takes a global perspective on major corporate ethical, legal and governance issues impacting our daily lives whether as entrepreneurs, managers, business professionals, investors or consumers. Focusing on global business workings, students will examine enduring concepts of what it means to do business in an ethical, legal and just manner. Case studies will be used to explore contemporary applications of shareholder versus stakeholder corporate governance and human rights questions as they impact global business, regarding bribery and corruption, consumer protection, developing economies, worker health and safety, child labor, environmental protection and professional codes of ethics.

MGT-541: Issues and Practices in Environmental, Social and Governance (esg) (3 Credits)

This course explores global and organizational environmental issues from a social justice and corporate social responsibility perspective. The course foundations of environment, social justice and governance policies are built upon the premise that all people, regardless of race, class, gender, ethnicity, and economic capacity have a right to a clean and safe environment, and access to adequate natural resources. Further, the course examines the implications and challenges of environmental injustices and the need for corporate and social responsibility to correct these issues. Global and sustainable practices are explored in the context of various ethical frameworks, and reasonable policy initiatives.

MGT-542: Business Ethics & Sustainable Management (3 Credits)

In today's global business landscape, ethical considerations and sustainable practices are not only imperatives but also key drivers of long-term success and resilience. This course is designed to explore the intricate relationship between ethical principles and sustainable business strategies. Through a blend of theory, case studies, and practical applications, students will gain the knowledge and skills necessary to lead organizations toward ethical excellence and sustainable growth.

MGT-544: Data Management and Ethics (3 Credits)

Data is a powerful asset that has the potential to drive innovation, inform decision-making, and transform industries. This course examines the proper management of data and databases including data storage, access, and manipulation through tools such as SQL. Particular focus is placed on ethical issues and best practices that govern the handling of data in a variety of contexts. As data stewards and thought leaders, students will learn to navigate the intricate landscapes of data management.

MGT-549: Leading System Change & Transformation (3 Credits)

Leading system-wide change and transformation is a constant challenge in an era of continuous flux. Visionary, interdisciplinary thinking is needed to facilitate human and planetary change and to enhance interdependent cooperative action. This course provides an overview of the skills needed to lead and manage people through change and transformation. It examines several methods and tools through which leaders and managers affect change in organizations, engage people through communication processes, and build capacities for sustaining change. It will explore the unique characteristics of change and transformation dynamics: how individuals often respond to change; how to build trust; how to assess the impact of change on organizational culture, group behavior, interpersonal influences and on organizational design and innovation. Students will have the opportunity to improve skills in areas such as process consultation, leading and managing change, team building, and measuring organizational readiness and effectiveness. Students will apply course material to real world issues, situations, and workplace challenges through a collaborative project.

MGT-550: Non-Profit Management (3 Credits)

This course provides an introduction to non-profit management including topics such as strategy, planning, budgeting, legal issues, non-profit industry, administrative, organizational issues, ethical concerns, service assessment/quality control, board development and governance by volunteers and trustees, management of funding and regulatory issues, theories of philanthropy and legal structure of non-profits.

MGT-552: Non-profit Financial Management (3 Credits)

Including reporting, responsible decision-making based on data, resource allocation (and stewardship of resources), decision and control processes, capital project analysis, expenditures and budgeting. Ethical financial considerations, financial accounting and reporting standards under FASB (Financial Accounting Standards Board), donor-imposed stipulations, functional expenses (mandatory and voluntary), management, fund-raising and management expenses.

MGT-554: Business Foresight and Futuring (3 Credits)

This course introduces the concept of strategic foresight (futures studies, futuring) and its specific application to the business world. The class will explore strategic foresight as a field, including its origins and place in current business thinking. Basic terminology, concepts and theories will also be discussed. Common futures methods will be described and practiced. The class will get an introduction into how businesses and other organizations systematically explore the future and what major trends and emerging issues are impacting their world.

MGT-555: Organizational Transformation and Change (3 Credits)

This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.

MGT-556: International Finance (3 Credits)

International Finance will provide students with an understanding of the importance of foreign trade and investment and how to finance and manage associated foreign exchange and capital investment activities. The course introduces Balance of Payments, Currencies and International Parity Concepts, Currencies, Hedging Instruments and Managing Foreign Currency Exposures, International Portfolio & Corporate Investments. At the end of the course students should have a working knowledge of where to secure global trade and investment information, how to translate and manage foreign currency exposures and how to assess international investments.

MGT-557: International Marketing (3 Credits)

Expanding into international markets is a critical success factor for most organizations. In this course, students will learn how to design an effective international marketing campaign. Students will gain a fundamental understanding of the economic, regulatory, legal, and cultural challenges to doing business internationally.

MGT-558: Management of Cyber Opportunities and Threats (3 Credits)

Information is one of the most important assets of today's organizations. Breaches of privacy, hacking of operating systems, and cybercrime including theft of corporate intellectual property can damage an organization's brand integrity, credibility, customer trust, and even their overall value. This course provides an understanding of opportunities and vulnerabilities in cyberspace, and examines advantages and risks of new technology opportunities, risk assessment related to security breaches and privacy, data protection and loss, intellectual property, industrial espionage, vendor and customer relationships, business continuity and resiliency planning. Focus is placed on preventing and mitigating such risks through employee awareness and training, strategic thinking in cybersecurity policy development and disclosure, network security and intrusion prevention measures, contractual agreements with vendors, data recovery plans, incidence response plans, user responsibility agreements, compliance and legal issues.

MGT-562: Managerial Accounting (3 Credits)

Students explore and analyze real world issues in financial planning and analysis with emphasis on preparation of business plans and financial forecasts. Students use accounting software to record, summarize, report and analyze financial information. Six credits of Accounting or equivalent or permission of instructor is required.

MGT-563: Investment Analysis & Portfolio Management (3 Credits)

This course examines the opportunity set of various investment instruments and the theory and practice of constructing and managing investment portfolios reflecting client objectives, risk tolerance and constraints. Topics covered include Modern Portfolio Theory, investment policy, asset allocation, manager selection, trading/hedging and portfolio monitoring/evaluation. Ethical considerations and contemporary developments such as behavioral finance and value-based (ESG) investing are also explored.

MGT-564: Managerial Finance and Accounting (3 Credits)

Students become acquainted with the tools and instruments that allow financial managers to successfully manage current operations and predict long term needs. Emphasis is placed on current industry practices with investigations of the investment, financing, and evaluation decisions necessary for organizations to meet their fiduciary responsibilities. The course is designed to show the application of accounting and finance theory to current management issues through the exploration of real world issues in financial planning and analysis with emphasis on preparation of business plans and financial forecasts. Students use accounting software to record, summarize, report and analyze financial information.

MGT-567: Creative Problem-Solving (3 Credits)

This course provides students with both the theoretical and practical applications of creatively solving problems in a wide range of organizational settings including, for example, healthcare, law enforcement, manufacturing, educational institutions, public sector, private sector, for-profit and not-for-profit entities. Students will work collaboratively and cooperatively to learn the connections between innovation, creativity, visualization, memory, thinking, overcoming mental barriers, problem definition, idea generation, idea evaluation, solution implementation and improved communication.

MGT-571: Business Operations & Systems Thinking (3 Credits)

In the modern era, data-driven decision-making is at the forefront of today's complex and interconnected business landscape. The ability to understand, optimize, and innovate in business operations is paramount. This graduate course in Business Operations & Systems Thinking provides an in-depth exploration of the principles, strategies, and analytical tools needed to streamline and enhance business processes. By integrating systems thinking, you will gain a holistic perspective, allowing you to drive efficiency, adaptability, and success in both traditional and cutting-edge industries.

MGT-575: Strategic Management and Business Policy (3 Credits)

Pre-requisite(s): MGT-502, MGT-503, MGT-510, MGT-540, MGT-558, MGT-562 and MGT-567 are required.

This capstone course enables students to concentrate on the determination and implementation of organizational strategy. The student takes the point of view of an administrative leader who must integrate organizational activities such as human resources management, public relations, operations, marketing, finance, production, disaster planning and critical incident management. Major topics are the determination of organizational strategy and the relationship between the personal values of senior administrators. This capstone course must be taken as one of the last two courses in the degree program.

MGT-578: Strategic Foresight and Innovation (3 Credits)

This course is designed to equip students with the knowledge and tools necessary to not only navigate change, but also to proactively shape the future of organizations. Through strategic foresight and innovative thinking, students will gain the insights and strategies needed to anticipate changes, identify new opportunities, and drive innovation that leads to sustainable growth and success.

MGT-581: Special Topics (3 Credits)

Theoretical, procedural and study abroad opportunities of interest to business studies students are offered periodically.

MGT-589: Innovation and Strategic Management (3 Credits)

This course enables students to understand and create a strategic mission, organizational structure, future forecasting and a sustainable, ethical, socially responsible project for a service and/or profit. Students will work on a team project to design and analyze opportunities, strengths, weaknesses and threats of their creative or assistive project for a real organization. This capstone project will include marketing, budgeting, human resource allocations, legal considerations and community impact. This capstone course must be taken as one of the last two courses in the degree program.

MGT-591: Independent Study (3 Credits)

A focused study on a subject outside the graduate catalog. An independent study provides opportunity for original and in-depth research on a specific topic or regional issue of the candidate's interest and professional focus. It is an important part of the curriculum and should be used to supplement existing coursework. A student selects a topic of research from a single field of learning or one which is interdisciplinary and prepares a research paper to be submitted at the end of the semester (recommended minimum of 20 pages). The quality of the research paper should be appropriate to graduate level research. A list of preliminary readings and/or assignments and a means of assessment/evaluation are clearly defined in advance of the study. A minimum GPA of 3.2 is required.

MGT-598: Internship (3 Credits)

Individual work experience or project in an organization (normally off-campus) under the supervision of a practicing professional and structured by a Salve Regina University faculty member. Although the specific nature of the internship varies with the student's academic interest, there should be a close relationship between the program of study and the non-academic setting. The internship is a supervised learning experience for academic credit typically consisting of a minimum of 120 hours for three credits of on-the job experience occurring within a semester.

MGT-5949: Elective, Transfer (3 Credits)