

BUSINESS AND ECONOMICS

Master of Business Administration and Master of Science in Innovation and Strategic Management

Classes are offered online and at our Newport campus.

Director and Department Chair:

Melissa Varao, Ph.D.
(401) 341-3123

Program Director, Master of Science in Innovation and Strategic Management:

Jennifer Bonoff, Ph.D.
(401) 341-3151

Program Director, Master of Business Administration:

Brian Leite, DrBA, CFA, CFP, CEBS
(401) 341-7497

About the Programs

The Master of Business Administration and Master of Science in Innovation and Strategic Management programs are 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 programs are 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.

On Campus, Online or On-site

The Master of Business Administration 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. The Master of Science in Innovation and Strategic Management degree can be earned fully in-person with classes meeting on campus in Newport.

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 Innovation and Strategic Management Student Learning Outcomes

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

1. Demonstrate well-developed problem-solving skills.
2. Articulate the major theories and concepts in the areas of management, marketing, innovation, creative problem solving and change management and elucidate their applications to organizational decision making.
3. Identify the opportunities and challenges of globalization and apply managerial skills to global business issues.
4. Integrate 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 high-level 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, innovation and strategic management.
8. Manage organizational problems and issues from a multi-disciplinary perspective.
9. Integrate theory and practical application across business functional areas for the purpose of innovation management, strategic analysis, planning, implementation, and control.
10. (Source: 2022 Assessment Report)

Master's

- Innovation and Strategic Management (M.S.) (<https://catalog.salve.edu/graduate/academic-programs/business-economics/innovation-strategic-management-ms/>)
- Master of Business Administration (M.B.A.) (<https://catalog.salve.edu/graduate/academic-programs/business-economics/master-business-administration-mba/>)

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-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-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-527: Leading Innovation (3 Credits)

Innovation can be in many forms such as management, cultural, systems and marketing. Competition and change in a global economy require dynamic innovation including entrepreneurship and intrapreneurship skills. This course introduces students to methods of leading and implementing change. Approaches to maximize opportunities for innovation will be studied.

MGT-530: Building Value Through Marketing (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, and sales management methods as well as segmentation, targeting, and positioning to recognize and solve marketing problems.

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-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-551: Fundraising and Marketing For Non-Profits (3 Credits)

This course provides an introduction to fundraising and non-profits through topics like grant writing, fundraising campaigns, giving, major gifts, resource development, philanthropy and marketing products and services. Uses of social media, telethons, importance of annual funds, donor outreach, and networking and locating potential funding sources (such as local and national organizations) are also covered.

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-561: Financial Management (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 finance theory to current management issues. Six credits of Accounting or equivalent or permission of instructor is required.

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-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-569: Managerial Decision-Making (3 Credits)

This course prepares students to make data-informed decisions using research methods, research reports, analysis of financial statements, assessment measures, raising capital by reviewing a variety of fundraising methods and more. Students learn to develop and analyze strategic plans and budgets based on organizational competencies and direction.

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-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.