

MANAGEMENT & BUSINESS ADMIN (MGT)

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-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-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 values 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-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-503, MGT-507, MGT-510, MGT-513, MGT-521, MGT-530, MGT-542 and MGT-564 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-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.