

NEW ENGLAND COLLEGE *of* BUSINESS *and* FINANCE

Academic Catalog and Student Handbook 2020



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CATALOG INFORMATION

This Academic Catalog and Student Handbook is an official publication of New England College of Business and Finance (NECB), 111 Devonshire Street, Boston, MA 02109. The information contained herein pertains to the 2020-2021 academic year. All information contained herein is subject to change without notice. For additional information, contact the College at 617-951-2350 or write to the address listed above.

TABLE OF CONTENTS

About New England College of Business and Finance	11
Message from the President	11
Mission, Vision, Values	12
History of New England College of Business and Finance	13
Degree Granting Authority and Accreditation	16
Academic Programs of Study.....	17
Overview of Programs of Study	18
General Education.....	21
Undergraduate Foundational Requirements.....	21
Associate of Science in Accounting (ASA)	23
Program Description	23
Program Outcomes.....	23
Program Chair	23
Instructional Delivery.....	23
ASA: Core Program Curriculum.....	24
Associate OF Science in Business Administration (ASBA)	25
Program Description	25
Program Outcomes.....	25
Program Chair	25
Instructional Delivery.....	25
ASBA: Core Program Curriculum	26
ASBA: Accounting Concentration Curriculum.....	27
ASBA: Banking and Finance Concentration Curriculum.....	28
ASBA: Healthcare Reimbursement Concentration Curriculum	29
ASBA: Human Resources Concentration Curriculum.....	30
ASBA: Management Concentration Curriculum	31
ASBA: Marketing Concentration Curriculum	32
ASBA: Medical Office Administration Concentration Curriculum	33
Associate of Science in Healthcare Administration (ASHCA).....	34
Program Description	34
Program Outcomes.....	34
Program Chair	34
Instructional Delivery.....	34
ASHCA: Medical Office Administration Concentration Curriculum	35
ASHCA: Healthcare Reimbursement Concentration Curriculum	36
Bachelor of Science in Accounting (BSA)	37
Program Description	37
Program Chair	37
Instructional Delivery.....	38



BSA: General Education Courses	39
BSA: Core Program Curriculum	40
Bachelor of Science in Business Administration (BSBA).....	41
Program Description	41
Program Outcomes.....	41
Program Chair	41
Instructional Delivery.....	41
BSBA: General Education Curriculum	42
BSBA: Core Program Curriculum.....	43
BSBA: Accounting Concentration Curriculum	44
BSBA: Banking and Finance Concentration Curriculum.....	45
BSBA: Healthcare Reimbursement Concentration Curriculum.....	46
BSBA: Management Concentration Curriculum	47
BSBA: Marketing Concentration Curriculum	48
BSBA: Medical Office Administration Concentration Curriculum.....	49
BSBA: Digital Marketing Concentration Curriculum	50
Bachelor of Science in Digital Marketing (BSDM).....	51
Program Description	51
Program Outcomes.....	51
Program Chair	52
Instructional Delivery.....	52
BSDM: General Education Curriculum.....	53
BSDM: Core Program Curriculum	54
Bachelor of Science In Healthcare Administration (BSHCA).....	55
Program Description	55
Program Outcomes.....	55
Program Chair	55
Instructional Delivery.....	55
BSHCA: Core Program Curriculum	56
BSHCA: Medical Office Administration Track Curriculum.....	57
BSHCA: Healthcare Reimbursement Track Curriculum	58
Bachelor of Science in International Business (BSIB).....	59
Program Description	59
Program Outcomes.....	59
Program Chair	59
Instructional Delivery.....	59
BSIB: General Education Curriculum	61
BSIB: Core Program Curriculum	62
Bachelor of Science in Quality Systems Management (BSQSM).....	63
Program Description	63
Program Outcomes.....	63
Program Chair	64
Instructional Delivery.....	64
BSQSM: General Education Curriculum.....	65



BSQSM: Core Program Curriculum	66
Undergraduate Certificates	67
Certificate in Digital Marketing.....	67
Certificate Description.....	67
Prerequisite	67
Certificate Outcomes	67
Curriculum.....	68
Basic Accounting Undergraduate Professional Development Certificate	69
Certificate Description.....	69
Prerequisites	69
Certificate Outcomes	69
Curriculum.....	69
Intermediate Accounting Undergraduate Professional Development Certificate	70
Certificate Description.....	70
Certificate Outcomes	70
Curriculum.....	70
Course Descriptions – Undergraduate Programs	71
General Education Course Descriptions	71
Core Course Descriptions	77
Master of Business Administration (MBA)	98
Program Description	98
Program Outcomes.....	98
Program Chair.....	98
Instructional Delivery.....	98
Prerequisites.....	99
MBA Concentration Course Descriptions	99
Master of Business Administration: Core Program Curriculum	100
MBA: Finance Concentration Curriculum	101
MBA: Business Ethics & Compliance Concentration	102
MBA: Healthcare Management Concentration	103
MBA: International Management Concentration.....	104
MBA: Human Resources Management Concentration.....	105
Course Descriptions – MBA Program.....	106
MBA: Undergraduate Prerequisite Course Descriptions.....	106
MBA: Graduate Core Course Descriptions	107
Masters of Science in Accounting (MACC)	110
Program Description	110
Program Chair.....	110
Instructional Delivery.....	110
Prerequisites.....	110
CPA Exam.....	111
CMA Exam.....	111
Masters of Science in Accounting (MACC)	112



Course Descriptions- MACC Program	113
Master of Science in Business Ethics and Compliance (MBEC)	116
Program Description	116
Program Outcomes	116
Program Chair	116
Instructional Delivery	116
Prerequisites	116
Master of Science in Business Ethics and Compliance: Core Program Curriculum Tracks	117
MBEC: Core Program Curriculum	118
Course Descriptions- MBEC Program	119
MBEC: Prerequisite Course Descriptions	119
MBEC: Core Course Descriptions	119
Master of Science in Finance (MSF)	125
Program Description	125
Program Outcomes	125
Interim Program Chair	125
Instructional Delivery	125
Prerequisites	126
Master of Science in Finance: Core Program Curriculum	127
MSF: Global Finance Trading Concentration	128
Program Description	128
Program Outcomes	128
Interim Program Chair	129
Instructional Delivery	129
Prerequisites	129
MSF- Global Finance Trading Concentration- Core Program Curriculum	130
Master of Science in Finance Program Tracks	131
Master of Science in Finance with a Leadership Track	131
Master of Science in Finance with an Ethics & Corporate Social Responsibility Track	132
Master of Science in Finance with a Healthcare Management Track	133
Course Descriptions – MSF Program	134
MSF: Undergraduate Prerequisite Course Descriptions	134
MSF: Graduate Core Course Descriptions	134
Graduate Certificates	138
Financial Management Certificate	138
Certificate Description	138
Certificate Outcomes	138
Program Chair	138
Instructional Delivery	138
Prerequisites	139
Curriculum	139
Financial Planning Certificate	139
Certificate Description	139



Certificate Outcomes	139
Program Chair	139
Instructional Delivery	140
Prerequisites	140
Curriculum.....	140
Global Finance Trading Certificate	140
Certificate Description.....	140
Certificate Outcomes	141
Program Chair	141
Instructional Delivery	141
Prerequisites	141
Curriculum.....	141
Master of Healthcare Management (MHM)	142
Program Description.....	142
Program Outcomes.....	142
Interim Program Chair	142
Instructional Delivery.....	143
Prerequisites.....	143
Master of Healthcare Management Core Program Curriculum	144
Course Descriptions – MHM Program	145
Master of Human Resources Management (MHRM)	149
Program Description.....	149
Program Outcomes.....	149
Program Chair.....	149
Instructional Delivery.....	150
Prerequisites.....	150
Master of Human Resource Management Core Program Curriculum	151
Course Descriptions – MHRM Program	152
MHRM – Prerequisite Course Descriptions.....	152
MHRM – Core Course Descriptions.....	152
Master of Science in Quality Systems Management (MSQSM)	156
Program Description.....	156
Program Outcomes.....	156
Program Chair	157
Instructional Delivery.....	157
Prerequisites.....	157
Master of Science in Quality Systems Management Core Program Curriculum	158
Course Descriptions – MSQSM Program.....	159
MSQSM: Core Course Descriptions.....	159
Master of Science in Risk Management and Insurance (MSRMI)	162
Program Description.....	162
Program Outcomes.....	162
Instructional Delivery.....	162



Prerequisites	163
Master of Science in Risk Management and Insurance: Core Program Curriculum	164
Course Descriptions – MSRMI Program	165
MSRMI: Undergraduate Prerequisite Course Descriptions	165
MSRMI: Graduate Core Course Descriptions	165
Doctor of Business Administration in Quality Systems Management (DBAQSM)	168
Program Description	168
Dean	169
Instructional Delivery	169
Prerequisites	169
Doctor of Business Administration in Quality Systems Management Core Program Curriculum	170
Course Descriptions – Doctor of Business Administration in Quality Systems Management Program	172
DBA-QSM Core Course Descriptions	172
DBA-Colloquium Descriptions	175
DBA-Dissertation Course Descriptions	176
DBA-Dissertation Continuation Course Descriptions	177
NECB Faculty	178
Full-Time Faculty	178
NECB Senior Adjunct Faculty	179
NECB Adjunct Faculty	179
NECB Governance	187
Board of Trustees	187
Administrative Staff	188
President’s Office	188
Academic Affairs	188
Registrar’s Office	189
Center for eLearning Excellence	189
eLibrary	189
Finance, Administration and Enrollment Management	189
Enrollment Office	189
Student Accounts and Financial Aid Office	189
Student Services	190
Alumni Association	190
Corporate Partnerships	190
Graduate Council	191
Undergraduate Council	192
Library Committee	193
Business Ethics and Compliance Program Advisory Board	194
MHM Program Advisory Board	194
MBA Program Advisory Board	195



MSF Program Advisory Board	196
DMK Program Advisory Board	196
DBA-QSM Program Advisory Board.....	196
<i>Admission Policies.....</i>	<i>198</i>
General Information.....	198
Veterans Benefits	198
Continuing Education	198
Student Preparedness – Course Technology	198
Student Preparedness – Tools for Online Research	199
Re-Entering Students.....	200
Admission Policy – Undergraduate Programs	200
Admission Policy – Undergraduate.....	200
Undergraduate Admission Requirements	200
Prior Attendance at an Undergraduate Institution	201
Required Placement Assessment or Fundamentals Courses.....	201
Full-Time vs. Part-Time Student Status - Undergraduate.....	202
Admission Policy – Master’s Programs	202
Admission Policy – Master’s Programs	202
Admission Requirements.....	202
GMAT and GRE Testing.....	203
Full-Time vs. Part-Time Student Status - Graduate	203
Admission Policy – Doctor in Business Administration in Quality Systems Management Program.....	204
Admission Policy - Doctoral	204
Admission Requirements.....	204
Full-Time vs. Part-Time Student Status - Doctoral.....	205
Admission Policy – International students	206
Exemption from the English Proficiency Requirement.....	206
Transcript Evaluation of Non-U.S. Transcripts.....	206
English Proficiency Requirement for Application to Undergraduate Programs	207
English Proficiency Requirement for Application to Graduate Programs	207
Accepted Credential Evaluation Service Organizations	209
<i>Financial Options: Paying for College</i>	<i>210</i>
Tuition and Fees.....	210
Tuition Chart.....	210
Tuition Rates for Active Military, First Responders and Families –	212
Additional Fees	213
Financing Your Education	214
Financial Options	214
Self-Payment Plan	214
Tuition Reimbursement	214
Direct Billing Arrangements	214



Payment Plans and Loans.....	214
Refund Policy.....	215
Refund Policy for California Residents.....	215
Refund Policy for Maryland Residents.....	216
Refund Policy for Wisconsin Residents.....	216
Refund Policy for Florida Residents.....	217
Institutional Aid.....	221
Institutional Scholarships:.....	221
Student Loan Counseling Services.....	222
Payment Terms and Conditions.....	222
Code of Conduct.....	222

Academic and Enrollment Policies and Procedures..... 224

Course Registration..... 224

Course Schedules.....	224
Recommended Course Load.....	224
Undergraduate.....	224
Graduate.....	224
Doctoral.....	224
Unit of Credit.....	225
Late Registration.....	225
Add/Drop Policy.....	225
Dropping a Class.....	225
Withdrawal from the College.....	226
Administrative Withdrawal from the College.....	226
Student Deployment Policy.....	226
Undergraduate Courses.....	227
Graduate Courses.....	227
Planned Break in Enrollment.....	227
Policy.....	227
Procedures.....	228

Petition for Change of Program..... 228

Petition for Grade Change..... 228

Petition for Incomplete..... 229

Course Cancellation..... 229

Residency Requirements..... 229

Student Engagement and the Granting of Academic Credit..... 229

Independent Study Courses.....	230
Off Site Academic Credit Bearing Courses.....	230

Transfer of Credit, Credit Examinations, and Course Waivers..... 230

Transfer of Credit to Other Schools.....	230
Transfer of Credit to NECB.....	230
Residency Requirements.....	231



Evaluation of Corporate Training.....	231
Credit by Examination / Proficiency Credit.....	231
Course Waivers (up to 12 credits)	232
Grading System.....	233
Application of Grades and Credits	234
Petition for Incomplete Grade.....	235
Standards of Satisfactory Academic Progress (SAP)	235
Qualitative Measurement/Cumulative Grade Point Average (CGPA) Requirements.....	235
Undergraduate Certificate Programs	235
Associate’s Degree Program	236
Master’s Degree Programs, Master’s Level Certificates, and Doctoral Programs	236
Length of Programs	236
Associate Degree Program – Length of Program	236
Bachelor Degree Program – Length of Program	236
Master’s and Doctoral Degree Programs – Length of Program	237
Academic Credits Earned by Academic Year	237
Warning and Probation	237
Appeal Process.....	238
Reinstatement Process	238
Awarding of Posthumous Degrees	238
Academic Honesty and Codes of Conduct	239
Academic Honesty and Integrity Policy	239
Penalties for Violations of the Academic Honesty and Integrity Policy	239
NECB Copyright Infringement Policy	240
Copyright Web Resources	240
Student Code of Conduct Policy	241
Netiquette Policy (Online Etiquette)	241
Software Code of Ethics.....	243
Attendance and Active Status Policy	243
Class Attendance and Participation	243
Make-up Policy	244
Pregnancy Policy.....	244
Information Technology Resources Policy	245
Student Grievance Policy.....	245
Reasonable Accommodations Policy – Individuals with Disabilities.....	246
Termination Policy	247
Course Code and Course Numbering System	247
Graduation	249
Graduation Requirements	249
Graduation from Undergraduate Degree Programs.....	249
Graduation from Graduate Degree Programs	249



Professional Development and Graduate Certificate Programs.....	250
Honors and Awards.....	250
Academic Awards	250
1. NECB Academic Excellence Award	250
General Information	252
Hours of Operation	252
Bookstore/Textbooks.....	252
eLibrary	252
Maintenance of Records.....	253
Campus Security: Reporting Criminal Activity.....	253
Reporting the Annual Disclosure of Crime Statistics	253
Drug and Alcohol Free Environment	253
Drug and Alcohol Usage Statement.....	254
Drug and Alcohol Usage Policy	254
Disciplinary Sanctions	254
State and Federal Laws and Sanctions Concerning Drugs and Alcohol	254
Effects of Drug and Alcohol Usage	256
Non-Discrimination Policy	256
Statement of Policy Addressing Sex Offender Registration	256
Sexual Assault Policy	256
Student Records Access and Release (FERPA).....	257
Student Services.....	259
NECB Student Characteristics	259
Office of Student Advising	259
Student Input.....	259
NECB Academic Calendar and Holidays/Observances	260



ABOUT NEW ENGLAND COLLEGE OF BUSINESS AND FINANCE

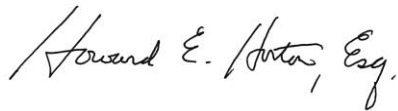
Message from the President

It is my pleasure to welcome you to New England College of Business and Finance (NECB). For more than a century, NECB has provided exceptional instruction for those who are working or seek to be working, in the world of business, finance, and healthcare. We are an institution dedicated to offering high-quality online degree programs, which are scheduled flexibly and priced affordably, in order to meet the needs of working adults who must balance work and family obligations with their studies.

In addition to its state-of-the art technology and course delivery system, NECB's greatest asset is its faculty. Teachers at NECB come from a blend of academic researchers and seasoned business practitioners. This faculty ensures that NECB students receive instruction in both theoretical and practical approaches to the knowledge they will need to succeed in the workplace. Whether at the undergraduate or graduate level, you will often find courses at NECB offer "real world" application. This is the intentional design of our curriculum and why we boast we have 200 corporate partners who take advantage of our program offerings for their employees.

NECB graduates invariably look back on their time at the College as having been pivotal in their career development. As well, they remember not only learning from the faculty but from their fellow students, many of whom become lifelong colleagues and friends. For every student, there is an institution of higher education that is a good fit. If you look through our material and have a sense that NECB is the right place for you, then you can be assured you have made a very good choice and that we will be committed to supporting you in attaining your educational goals and delighted to have you join our community of learners.

Sincerely,



Howard E. Horton, Esq.
President



Mission, Vision, Values

Mission

The mission of New England College of Business and Finance 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

NECB 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.

NECB 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, NECB will assist such partners in meeting their workforce requirements.

NECB 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 NECB's distinctive educational model of high-quality programs at a highly affordable tuition.

NECB 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 College of Business and Finance

New England College of Business and Finance (NECB), 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, NECB 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.

NECB 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 NECB's esteemed faculty are industry experts who have taught at NECB for over two decades. All of NECB's degree programs are offered in a robust and interactive online format.



NECB Historical Chronology

1909	Founded as the Boston Chapter of the American Institute of Banking
1979	Awarded authority to grant the ASBA degree
1985	Received First Accreditation through NEASC CTCI
1988	Institution changes the name to “New England Banking Institute”
1998	Institution changes the name to “New England College of Finance”
2002	Receives significant grant from the Sloan Foundation to migrate some courses to online delivery
2006	Howard E. Horton, Esq. is appointed as President
2007	NECB receives initial accreditation from NEASC CIHE as well as fully-online authorization
2009	Institution launches Bachelor of Science in Business Administration, Master of Science in Finance and Master of Business Ethics and Compliance degrees and changes name to “New England College of Business and Finance”; Institution moves to 100% online modality
2011	NECB launches Master of Business Administration degree; NECB recognized as the most affordable private college in New England by the U.S. Department of Education’s Project on College Finance Transparency
2012	NECB receives degree-granting authority for Bachelor of Science in Digital Marketing, Bachelor of Science in International Business, Master of Healthcare Management, and Master of Human Resource Management. NECB recognized as the most affordable private college in New England by the U.S. Department of Education’s Project on College Finance Transparency for 2 nd year.
2014	Recognized by US News and World Report as one of the 2014 Best Online Business Programs. NECB recognized as the most affordable private college in New England by the U.S. Department of Education’s Project on College Finance Transparency for 3 rd year. Received the Gold Award for US Distance Learning and the USDLA Award in eLearning.
2015	Recognized by US News and World Report as one of the 2015 Best Online Business Programs. NECB’s Masters in Healthcare Management was awarded as on of the best online healthcare degrees.
2016	Recognized by US News and World Report as one of the 2016 Best Online Business Programs and ranked 6 th in New England for the MBA and the Bachelors Programs. Received the Brandon Hall Bronze Award for the Best Use of Games & Simulations.
2017	Recognized by US News and World Report as one of the 2017 Best Online Business Programs. Acquired National Graduate School and NECB launched the Associates of Science in Quality Systems Management and the Bachelor of Science in Quality Systems Management and the Florida licensed Doctor of Business Administration in Quality Systems Management.



2018	Recognized by US News and World Report as one of the 2018 Best Online Business Programs. NECB launches the Associates of Science in Accounting, Bachelors of Science in Accounting, Masters of Science in Accounting, Masters of Science in Risk Management & Insurance. NECB launches the Associates of Science in Healthcare Administration, Bachelors of Science in Healthcare Administration, Bachelor of Science in Social Entrepreneurship and the Bachelors of Science in Computer Information Systems
2019	Recognized by US News and World Report as one of the 2019 Best Online Business Programs. NECB receives degree-granting authority in Massachusetts for the first doctoral level program; the Doctor of Business Administration in Quality Systems Management. Placed 2 nd by LEAD for the Masters in Human Resources Management.

Inquiries about New England College of Business and Finance should be addressed to: New England College of Business and Finance, 111 Devonshire Street, Suite 200, Boston, MA 02109, 617-603-6900 www.necb.edu.



Degree Granting Authority and Accreditation

Degree Granting Authority

For all degrees in this Academic Catalog and Student Handbook, New England College of Business and Finance holds degree-granting authority from the Massachusetts Department of Higher Education, One Ashburton Place, Room 1401, Boston, MA 02108, (617) 994-6950, www.mass.edu.

NECB is also currently licensed or registered to do business in the following states: Alabama, Hawaii, Illinois, Maryland, Montana, Oregon, Utah, Wisconsin, and Wyoming.

NECB is licensed by the Maryland Higher Education Commission, located at 6 N. Liberty Street, Baltimore, MD 21201.

NECB is registered with the Minnesota Office of Higher Education pursuant to sections 136A.31 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Accreditation

New England College of Business and Finance is accredited by the New England Commission of Higher Education.

Accreditation of an institution of higher education by the New England Commission of Higher Education indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer review process. An accredited college or university is one which has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the New England Commission of Higher Education is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered or the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the New England Commission of Higher Education should be directed to the administrative staff of the institution. Individuals may also contact: **New England Commission of Higher Education, 3 Burlington Woods Drive, Suite 100, Burlington, MA 01803-4514, (781) 425-7785 or email info@neche.org**

The New England Commission of Higher Education is listed as an approved regional accrediting agency by the United States Department of Education and is also recognized by the Council for Higher Education Accreditation.



ACADEMIC PROGRAMS OF STUDY

Students enrolled in the Associate of Science in Accounting, Associate of Science in Business Administration, or Associate of Science in Healthcare Administration degrees are required to complete 61 credits, including 33 credits of business core courses and 28 credits of general education courses. To graduate with a Bachelor of Science in Accounting, Bachelor of Science in Business Administration, Bachelor of Science in Digital Marketing, Bachelor of Science in Healthcare Administration, Bachelor of Science in International Business, or Bachelor of Science in Quality Systems Management, students are required to complete 121 credits, including core courses and general education courses. Students in both the Associate of Science in Business Administration and Bachelor of Science in Business Administration may select a concentration in: Accounting, Banking and Finance, Digital Marketing, Management, Marketing, Healthcare Reimbursement, Human Resource Management, and Medical Office Administration.

Students enrolled in the Masters of Accounting, Master of Science in Finance, the Master of Science in Business Ethics and Compliance, the Master of Human Resource Management, the Master of Healthcare Management, and Master of Science in Quality Systems Management are required to earn 30 credits for graduation. Students in the Master of Business Administration are required to earn 36 credits in order to graduate. Students enrolled in the Master of Business Administration may select a concentration in Finance, Business Ethics and Compliance, Healthcare Management, Human Resources Management, or International Management.

Students enrolled in the Doctor of Business Administration in Quality Systems Management are required to earn 60 credits for graduation.

New England College of Business and Finance also offers Undergraduate Certificates in Basic Accounting, Intermediate Accounting, and Digital Marketing. Students must complete 21 credits to earn a Certificate in Basic Accounting, Intermediate Accounting, or Digital Marketing. New England College of Business and Finance also offers a Graduate Certificate in Financial Management and Financial Planning. Students must complete 12 credits to earn a Certificate in Financial Management or Financial Planning.



OVERVIEW OF PROGRAMS OF STUDY

Associate of Science Programs

- Associate of Science in Accounting (ASA)
- Associate of Science in Business Administration (ASBA) with Concentrations in:
 - Accounting
 - Banking and Finance
 - Healthcare Reimbursement
 - Human Resources
 - Management
 - Marketing
 - Medical Office Administration
- Associates of Science in Healthcare Administration (ASHCA) with Concentrations in:
 - Healthcare Reimbursement
 - Medical Office Administration

Bachelor of Science Programs

- Bachelor of Science in Accounting (BSA) with Concentrations in:
 - Public Accounting
 - Management Accounting
- Bachelor of Science in Business Administration (BSBA) with Concentrations in:
 - Accounting
 - Banking and Finance
 - Digital Marketing
 - Healthcare Reimbursing
 - Management
 - Marketing
 - Medical Office Administration
- Bachelor of Science in Digital Marketing (BSDM)
- Bachelor of Science in Healthcare Administration (BSHCA) with Tracks in:



- Healthcare Reimbursement
- Medical Office Administration
- Bachelor of Science in International Business (BSIB)
- Bachelor of Science in Quality Systems Management (BSQSM)

Masters Programs

- Master of Business in Accounting (MACC)
- Master of Business Administration (MBA) with Concentrations in:
 - Business Ethics and Compliance
 - Finance
 - Healthcare Management
 - Human Resources Management
 - International Management
- Master of Science in Business Ethics and Compliance (MBEC)
 - Compliance Track
 - Corporate Social Responsibility Track
 - Forensic Accounting Track
- Master of Science in Finance (MSF)
 - Global Finance Trading Concentration
 - Leadership Track
 - Ethics and Corporate Social Responsibility Track
 - Healthcare Management Track
- Master of Healthcare Management (MHM)
- Master of Human Resource Management (MHRM)
- Master of Science in Risk Management and Insurance (MSRMI)
- Master of Science in Quality Systems Management (MSQSM)

Doctoral Program

- Doctor of Business Administration in Quality Systems Management (DBAQSM)



Undergraduate Level Certificates

- Basic Accounting Certificate
- Intermediate Accounting Certificate
- Digital Marketing Certificate

Graduate Level Certificates

- Financial Management Certificate
- Financial Planning Certificate
- Global Finance Trading Certificate



GENERAL EDUCATION

Student success is NECB's primary concern. Strong writing, critical thinking, and mathematical skills are fundamental to student success. NECB measures student ability in these areas upon entry into the College by administering Placement Examinations in English and Mathematics. All new students and those students who transfer in credits from other institutions may be required to take both English and Mathematics diagnostic examinations as follows:

- New students must pass both diagnostic exams with a 75% score or better to be placed in either English Composition I or Business Mathematics.
- A student who transfers in successfully completed credits with a "C" or higher in English Composition 1 and/or an introductory Mathematics course will not be required to take the English and/or Math Placement Exams.
- As an alternative to taking Placement Exams, new students seeking to enroll in an undergraduate degree or certificate program may elect to take fundamentals courses on a provisionally accepted basis. (Refer to the *Admissions Policy- Undergraduate Programs* section for more details).
- Continuing education students may enroll in up to two 100 or 200 level courses prior to taking the English and Mathematics Placement Exams.
- Continuing education students who enroll in 300 or 400 level courses are required to take English and Mathematics Placement Exams or provide evidence of passing English Composition and Mathematics with a "C" or higher.
- Students who have been withdrawn for over a year are considered to be re-entry students and are subject to current Undergraduate Admissions Requirements.

Undergraduate Foundational Requirements

To further support student success, all students are required to satisfy the course requirements below for the associate and bachelor's degree programs:

All undergraduate students entering NECB are required to take Information Literacy for College Success as their first course. Although the college allows for comparable General Education and Business Administration courses taken at other institutions pursuant to its Transfer of Credit policy, transfer credit is not accepted for Information Literacy for College Success. All undergraduate incoming degree-seeking students are required to take this course as their first course at the college to acclimate them to collegiate-level study through an online learning platform:

- INF 101: Information Literacy for College Success

After or concurrent with INF101, all new students are required to sequentially complete the following courses first as a means of learning fundamental principles that will prepare students for success throughout their program:

- ENG 101: English Composition I



- MAT 103: Business Mathematics
- PHI 101: Critical Thinking
- MGM 201: Principles of Management

Pursuant to its Transfer of Credit policy, NECB will review transcripts for potential transfer credit for these four foundational courses taken at another institution with a passing grade of “C” or higher. Undergraduate students must take these courses before advancing in their program. Some upper division and concentration courses have prerequisite courses. Please see the course descriptions herein for information regarding prerequisites.



ASSOCIATE OF SCIENCE IN ACCOUNTING (ASA)

Program Description

The Associate of Science in Accounting (ASA) is a 61-credit program that is designed to provide students with a foundation of academic study in business achieved within a reasonable period. Students who plan to continue their education at the bachelor level should be well-prepared, having completed standard General Education courses as well as key core 100- and 200-level accounting and business courses.

This degree employs a foundational theory and practice model, which allows students to acquire knowledge of the overarching principles of accounting while immediately applying the skills learned and demonstrating the abilities of an entry level accountant. For those students who wish to gain a deeper knowledge of the accounting profession, the AS in Accounting also serves as an interim credential en route to the BS in Accounting degree. This program will offer a dynamic approach to understanding the depth and breadth of the first level of the accounting profession.

Program Outcomes

- Complete the accounting cycle using assumptions, constraints, and principles.
- Prepare the four essential financial statements.
- Construct financial statements and tax returns using industry software programs.
- Identify ethical issues related to accounting decisions.

Program Chair

Dr. Donna Viens, CPA, CMA, CGMA

Donna.Viens@necb.edu

Instructional Delivery

The ASA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASA 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 NECB students are primarily working adults, the average program completion is three (3) years or eighteen (18) eight-week sessions.



ASA: Core Program Curriculum

In addition to the [ASA General Education Curriculum](#), students in the ASA Core Program are required to complete these courses:

Associate of Science in Accounting - 61 Credits / 20 Total Courses		
ASA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 11 Courses		33 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
ACC202	Accounting II	3
ACC205	Managerial/Cost Accounting 1	3
ACC206	Accounting Information Systems	3
ACC310	Computer Accounting with QuickBooks	3
MGM 201	Principles of Management	3
MGM225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM305	Organizational Behavior	3
MKT 210	Principles of Marketing	3
Total Associate of Science in Accounting Program		61 Credits



ASSOCIATE OF SCIENCE IN BUSINESS ADMINISTRATION (ASBA)

Program Description

The Associate of Science in Business Administration (ASBA) is a 61 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 plan to continue their education at the bachelor level should be well-prepared with the fundamentals in General Education and core 100 and 200 level business courses.

Concentrations: The ASBA offers the following concentrations: Accounting, Banking / Finance, Healthcare Reimbursement, Human Resources, Management, Medical Office Administration, and 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

- Discuss basic business plans in the context of global, political, social and technological environments.
- Recognize key ethical and legal concepts in diverse, changing work environments.
- Identify and research major business issues.
- Describe the operational principles of business, particularly in the industry-specific disciplines of accounting, finance, marketing, and management.
- Understand the importance of clearly and effectively communicating and presenting basic data, ideas, and concepts in business administration.

Program Chair

Tina Callaway, MBA, MSHE

Tina.callaway@necb.edu

Instructional Delivery

The ASBA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASBA 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 NECB students are primarily working adults, the average program completion is three (3) years or eighteen (18) eight week sessions.



ASBA: Core Program Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Core Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 9 Courses		27 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MIS 205	Management Information Systems	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 2 Courses**		6 Credits
	<ul style="list-style-type: none"> Accounting courses Banking/Finance courses International Business courses Management courses Marketing courses OR CAEL100 Prior Learning Assessment Theory and Practice course** 	
Total Credits	Business Courses	33 Credits
Total Associate of Science in Business Administration Program		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Accounting Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Accounting Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Accounting Concentration – 4 Courses		12 Credits
ACC 202	Accounting II (Prerequisite: Accounting I)	3
ACC 206	Accounting Information Systems	3
ACC 301	Intermediate Accounting 1	3
ACC 303	Federal Taxation	3
Business Elective Courses – 1 Course**: Choose from		3 Credits
	<ul style="list-style-type: none"> Accounting courses Banking/Finance courses Digital Marketing courses International Business courses Management courses Marketing courses OR CAEL100 Prior Learning Assessment Theory and Practice course** 	
Total Credits	Business/Accounting Courses	33 Credits
Associate of Science in Business Administration: Accounting Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Banking and Finance Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Banking and Finance Concentration are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FIN 201	Principles of Financial Services	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Banking and Finance Concentration- 4 Courses		12 Credits
BNK 201	Principles of Banking	3
ECO 202	Microeconomics	3
FIN 201	Principles of Financial Services	3
FIN 210	Principles of Investments	3
Business Elective Courses – 1 Course**: Choose from		3 Credits
	<ul style="list-style-type: none"> Accounting courses Banking/Finance courses Digital Marketing courses International Business courses Management courses Marketing courses OR CAEL100 Prior Learning Assessment Theory and Practice course** 	
Total Credits	Business/ Banking and Finance Courses	33 Credits
Total Associate of Science in Business Administration Program: Banking and Finance Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Healthcare Reimbursement Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Healthcare Reimbursement Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Healthcare Reimbursement Concentration – 5 Courses		15 Credits
MED 101	Medical Terminology	3
MED 150	Introduction to Medical Coding	3
MED 180	Medical Billing and Reimbursement	3
MED 185	Essentials in Healthcare in the U.S.	3
MED Elective	Choose one elective from MED or HCA	3
Total Credits	Business/Healthcare Reimbursement Courses	33 Credits
Associate of Science in Business Administration: Healthcare Reimbursement Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Human Resources Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Human Resources Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 7 Courses		21 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Human Resources Concentration – 4 Courses		12 Credits
HRM 210	Introduction to Recruitment & Selection	3
HRM 220	Introduction to Employee Relations	3
HRM 230	Introduction to Compensation & Benefits	3
HRM 250	Effective Workplace Training & Development	3
Total Credits	Business/Human Resources Courses	33 Credits
Associate of Science in Business Administration: Human Resources Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Management Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Management Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Management Concentration – 4 Courses		12 Credits
MGM 215	Leadership and Management	3
MGM 225	Human Resources	3
MGM 301	Research Methods	3
MIS 205	Management Information Systems	3
Business Elective Courses – 1 Course**: Choose From:		3 Credits
	<ul style="list-style-type: none"> Accounting courses Banking/Finance courses Digital Marketing courses International Business courses Management courses Marketing courses OR CAEL100 Prior Learning Assessment Theory 	
Total Credits	Business/Management Courses	33 Credits
Associate of Science in Business Administration- Management Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Marketing Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Marketing Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
FIN 201	Principles of Financial Services	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
Marketing Concentration – 4 Courses		12 Credits
DMK 205	Digital Marketing	3
MKT 210	Principles of Marketing	3
MKT 215	Customer Relationship Marketing	3
MKT 230	Principles of Public Relations	3
Business Elective Courses – 1 Course**: Choose from		3 Credits
	<ul style="list-style-type: none"> Accounting courses Banking/Finance courses Digital Marketing courses International Business courses Management courses Marketing courses OR CAEL100 Prior Learning Assessment Theory and Practice course** 	
Total Credits	Business/Marketing Courses	33 Credits
Associate of Science in Business Administration: Marketing Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASBA: Medical Office Administration Concentration Curriculum

In addition to the [ASBA General Education Curriculum](#), students in the ASBA Medical Office Administration Concentration Program are required to complete these courses:

Associate of Science in Business Administration - 61 Credits / 20 Total Courses		
ASBA General Education Curriculum		28 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Social Science – Select 1 course	3
(select two)	Mathematics – Select 2 courses	6
SCI 280	Natural Science – 1 course	4
(select one)	Elective – Select 1 course	3
Business Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MKT 210	Principles of Marketing	3
Medical Office Administration Concentration – 5 Courses		15 Credits
MED 101	Medical Terminology	3
MED 160	Medical Office Procedures	3
MED 185	Essentials of Healthcare in the U.S.	3
MED 200	Electronic Medical Records & HIS	3
MED Elective	Choose one from MED or HCA	3
Total Credits	Business/Medical Office Administration Courses	33 Credits
Associate of Science in Business Administration: Medical Office Administration Concentration		61 Credits

** CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as an ASBA Business elective or ASBA General Education elective course.



ASSOCIATE OF SCIENCE IN HEALTHCARE ADMINISTRATION (ASHCA)

Program Description

The Associate of Science in Healthcare Administration (ASHCA) is a 61 credit program that is designed to provide students with a strong foundation of academic study in the healthcare industry. These foundational courses include healthcare terminology, essentials of healthcare in the United States, and medical law and ethics. Those students who plan to continue their education at the bachelor level should be well-prepared with the fundamentals in General Education and core 100 and 200 level business and healthcare courses.

Concentrations: The ASHCA offers the following concentrations: Healthcare Reimbursement and Medical Office Administration. Curriculum for the core program and each concentration is provided below.

Program Outcomes

- Demonstrate the use of medical terminology in the appropriate context.
- Recognize and apply HIPAA compliance policies in different medical situations.
- Employ the use of medical technology to aid in the administration of patient files.
- Complete basic forms required in a medical office to administer claims.
- Demonstrate strong communication skills and an understanding of the basic concepts of disease processes.

Program Chair

Lydia Cavieux, M.P.A., R.H.I.T.

[Lydia.Cavieux @necb.edu](mailto:Lydia.Cavieux@necb.edu)

Instructional Delivery

The ASHCA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASHCA 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 NECB students are primarily working adults, the average program completion is three (3) years or eighteen (18) eight week sessions.



ASHCA: Medical Office Administration Concentration Curriculum

Associate of Science in Healthcare Administration - 61 Credits / 20 Total Courses		
ASHCA General Education Curriculum		25 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101	Information Literacy	3
PHI 101	Critical Thinking	3
HUM, ART	Humanities or Fine Arts	3
(select one)	Mathematics – Select 1 course	3
SCI 280	Natural Science – 1 course	4
(select one)	Social Science – Select 1 course	3
Healthcare Administration Core Course Curriculum – 7 Courses		21 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
MGM 201	Principles of Management	3
MGM 225	Human Resource	3
MIS 205 or ACC 206	Management Information Systems of Accounting Information Systems	3
HCA 101	Medical Terminology	3
HCA 150	Essentials in US Healthcare	3
HCA 210	Medical Law and Ethics	3
Medical Office Administration Track – 5 Courses		15 Credits
MED 150	Introduction to Medical Coding	3
MED 160	Medical Office Procedures	3
MED 180	Medical Billing & Reimbursement	3
MED 184	Medical Insurance Procedures	3
MED 200	Computerized Medical Records Systems	3
Total Credits	Healthcare Administration/Medical Office Administration Courses	36 Credits
Associate of Science in Healthcare Administration: Medical Office Administration Track		61 Credits



ASHCA: Healthcare Reimbursement Concentration Curriculum

Associate of Science in Healthcare Administration - 61 Credits / 20 Total Courses		
ASHCA General Education Curriculum		25 Credits
ENG 101; ENG 201	English – 2 courses	6
INF101	Information Literacy	3
PHI 101	Critical Thinking	3
(select one)	Mathematics – Select 1 course	3
SCI 280	Natural Science – 1 course	4
SCI 301	Anatomy and Physiology	3
(select one)	Social Science – Select 1 course	3
Healthcare Administration Core Course Curriculum – 6 Courses		18 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Math)	3
MGM 201	Principles of Management	3
MGM 225	Human Resource	3
HCA 101	Medical Terminology	3
HCA 150	Essentials in US Healthcare	3
HCA 210	Medical Law and Ethics	3
Healthcare Reimbursement Concentration – 6 Courses		18 Credits
MED 150	Introduction to Medical Coding	3
MED 155	Diagnosis Coding: ICD-10_CM	3
MED 165	Procedure Coding: ICD-10-CM	3
MED 175	CPT Ambulatory Procedures Coding	3
MED 215	Practical Medical Billing and Reimbursement Procedures	3
MED 200	Electronic Health Information Systems	3
Total Credits	Healthcare Administration /Healthcare Reimbursement Courses	36 Credits
Associate of Science in Healthcare Administration: Healthcare Reimbursement		61 Credits



BACHELOR OF SCIENCE IN ACCOUNTING (BSA)

Program Description

The Bachelor of Science in Accounting (BSA) is a 121-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.

Program Chair

Dr. Donna Viens, CPA, CMA, CGMA

Donna.Viens@necb.edu



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



BSA: General Education Courses

Students in all BSA programs are required to complete the following General Education courses:

Bachelor of Science in Accounting - 121 Credits / 40 Total Courses		
General Education Requirements		
English – select three (3) courses from below		9 Credits
ENG 101*	English Composition I	3
ENG 201	English Composition II	3
ENG 305	American Literature	3
ENG 405	British Literature	3
Critical Thinking and Literacy – both courses below are required		6 Credits
INF 101	Information Literacy for College Success (Required as first course at NECB)	3
PHI 101	Critical Thinking	3
Humanities – the course below is required		3 Credits
ART 301	Art History & Appreciation	3
Economics – both courses below are required		6 Credits
ECO 201	Macroeconomics	3
ECO 202	Microeconomics	3
Social Science - select two (2) courses from below		6 Credits
ECO 101	Economics and Society	3
HIS 201	US History Since 1900	3
PSY 250	Psychology	3
POL 250	Political Science	3
SOC 250	Sociology	3
Mathematics – select three (3) courses from below		9 Credits
MAT 103*	Business Math	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
Communication – both courses below are required		6 Credits
COM 201	Business Writing & Communication	3
COM 301 OR COM 401	Interpersonal and Organizational Communication OR Intercultural Communications	3
Natural Science		4 Credits
SCI 280	Environmental Science and Lab	4
Elective Courses – select one (1) course from any courses above that you have not already taken toward your requirements.		3 Credits
General Education Total Credits		52 Credits

* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG099 Fundamentals of English and MAT099 Fundamentals of Math with a grade of “C” or higher, to be placed in ENG101 English Composition I and MAT103 Business Math, respectively.



BSA: Core Program Curriculum

Students in the BSA Core Program are required to complete the following courses:

Bachelor of Science in Accounting - 121 Credits / 40 Total Courses		
BSA General Education Curriculum (See Previous Page)		52 Credits
Core Course Curriculum – 19 Courses		57 Credits
ACC201	Accounting I	3
ACC202	Accounting II	3
ACC205	Managerial/Cost Accounting 1	3
ACC206	Accounting Information Systems	3
ACC310	Computer Accounting with QuickBooks	3
ACC301	Intermediate Accounting 1	3
ACC302	Intermediate Accounting 2	3
ACC303	Federal Income Taxation	3
ACC401	Advanced Accounting & Reporting	3
ACC402	Auditing 1	3
FIN305	Corporate Finance	3
MGM201	Principles of Management	3
MGM225	Human Resources	3
MGM250	Business Ethics	3
MGM255	Business Law	3
MGM301	Research Methods	3
MGM305	Organizational Behavior	3
MGM415	Strategic Management & Decision Making	3
MKT210	Principles of Marketing	3
Accounting Concentration Courses – 3 Courses - Choose One:		9 Credits
Concentration 1:	Public Accounting Concentration ACC403: Auditing 2 ACC305: Managerial/Cost Accounting 2 ACC405: Not for Profit Accounting	
Concentration 2:	Management Accounting Concentration ACC305: Managerial/Cost Accounting 2 MGM401: Operations Management HRM230: Introduction to Compensation & Benefits	
BSBA Capstone		3 Credits
ACC 450	BSA Senior Capstone	3
Total Bachelor of Science in Accounting Program		121 Credits



BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION (BSBA)

Program Description

The Bachelor of Science in Business Administration (BSBA) is a 121-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.

Program Chair

Tina Callaway, MBA, MSHE

Tina.callaway@necb.edu

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



BSBA: General Education Curriculum

Students in all BSBA programs are required to complete the following General Education courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
General Education Requirements		
English – select three (3) courses from below		9 Credits
ENG 101*	English Composition I	3
ENG 201	English Composition II	3
ENG 305	American Literature	3
ENG 405	British Literature	3
Critical Thinking and Literacy – both courses below are required		6 Credits
INF 101	Information Literacy for College Success (Required as first course at NECB)	3
PHI 101	Critical Thinking	3
Humanities – the course below is required		3 Credits
ART 301	Art History & Appreciation	3
Economics – both courses below are required		6 Credits
ECO 201	Macroeconomics	3
ECO 202	Microeconomics	3
Social Science - select two (2) courses from below		6 Credits
ECO 101	Economics and Society	3
HIS 201	US History Since 1900	3
PSY 250	Psychology	3
POL 250	Political Science	3
SOC 250	Sociology	3
Mathematics – select three (3) courses from below		9 Credits
MAT 103*	Business Math	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
Communication – both courses below are required		6 Credits
COM 201	Business Writing & Communication	3
COM 301 OR COM 401	Interpersonal and Organizational Communication OR Intercultural Communications	3
Natural Science - both courses below are required		7 Credits
SCI 280	Environmental Science and Lab	4
SCI 301	Anatomy & Physiology	3
Elective Courses – select one (1) course from any courses above that you have not already taken toward your requirements.		3 Credits
General Education Total Credits		55 Credits

* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG099 Fundamentals of English and MAT099 Fundamentals of Math with a grade of “C” or higher, to be placed in ENG101 English Composition I and MAT103 Business Math, respectively.



BSBA: Core Program Curriculum

Students in the BSBA Core Program are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(select three)	English – 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 17 Courses		51 Credits
ACC 201	Accounting I (Prerequisite: MAT 103 Business Math)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FIN 305	Corporate Finance	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics	3
MGM 201	Principles of Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MGM 415	International Business Management	3
MIS 205	Management Information Systems	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 4 Courses** - Choose from:		12 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from: Accounting concentration; Banking/Finance concentration; Management concentration; Marketing concentration; Digital Marketing program; or International Business program 	
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration Program		121 Credits
**CAEL100 Prior Learning Assessment Theory and Practice is an elective course that may be taken as a BSBA Business elective or BSBA General Education elective course.		



BSBA: Accounting Concentration Curriculum

Students in the BSBA: Accounting Concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 3 Courses** - Choose from:		9 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
Accounting Concentration – 5 Courses		15 Credits
ACC 205	Managerial / Cost Accounting	3
ACC 206	Accounting Information Systems	3
ACC 301	Intermediate Accounting (Prerequisite: ACC 202 Accounting II)	3
ACC 302	Intermediate Accounting II (Prerequisite: ACC 301: Intermediate Accounting I)	3
ACC 303	Federal Taxation	3
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration Program- Accounting Concentration Program		121 Credits



BSBA: Banking and Finance Concentration Curriculum

Students in the BSBA: Banking and Finance concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics`	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 4 Courses** - Choose from:		12 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
Banking and Finance Concentration – 4 Courses		12 Credits
BNK 301	Consumer Credit	3
FIN 210	Principles of Investments	3
FIN 305	Corporate Finance	3
FIN 401 or BNK 405	Investment Management or Contemporary Regulatory Issues	3
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration- Banking/ Accounting Concentration Program		121 Credits



BSBA: Healthcare Reimbursement Concentration Curriculum

Students in the BSBA: Healthcare Reimbursement concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics`	3
MGM 201	Principles of Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Healthcare Reimbursement Concentration – 4 Courses		12 Credits
MED 101	Medical Terminology	3
MED 150	Introduction to Medical Coding	3
MED 180	Medical Billing and Reimbursement	3
MED 185	Essentials of Healthcare in the U.S.	3
Business Elective Courses- 4 Courses**- Choose From:		12 Credits
	<ul style="list-style-type: none"> CAEL 100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/ Finance; Digital Marketing; International Business; Management; and Marketing 	
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration- Healthcare Reimbursement Concentration Program		121 Credits



BSBA: Management Concentration Curriculum

Students in the BSBA: Management concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics`	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 4 Courses** - Choose from:		12 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
Management Concentration – 4 Courses		12 Credits
MGM 215	Leadership and Management	3
MGM 225	Human Resources	3
MGM 415	International Business Management	3
MIS 205	Management Information Systems	3
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration –Management Concentration Program		121 Credits



BSBA: Marketing Concentration Curriculum

Students in the BSBA: Marketing concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 4 Courses** - Choose from:		12 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
Marketing Concentration – 4 Courses		12 Credits
MKT 215	Customer Relationship Marketing	3
MKT 230	Principles of Public Relations	3
MKT 301	Marketing Research	3
MKT 305	Consumer Behavior	3
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration –Marketing Concentration Program		121 Credits



BSBA: Medical Office Administration Concentration Curriculum

Students in the BSBA: Medical Office Administration concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics	3
MGM 201	Principles of Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Medical Office Administration Concentration – 4 Courses		12 Credits
MED 101	Medical Terminology	3
MED 160	Medical Office Procedures	3
MED 185	Essentials of Healthcare in the U.S.	3
MED 200	Electronic Medical Records & HIS	3
Business Elective Courses – 4 Courses** - Choose from:		12 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration – Medical Office Administration Concentration Program		121 Credits



BSBA: Digital Marketing Concentration Curriculum

Students in the BSBA: Digital Marketing concentration are required to complete the following courses:

Bachelor of Science in Business Administration - 121 Credits / 40 Total Courses		
BSBA General Education Curriculum		55 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities –1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
(select one)	Elective – Select 1 course	3
Core Course Curriculum – 14 Courses		42 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
FIN 201	Principles of Financial Services	3
FLS 101	Financial Literacy	3
INB 301	International Business Law and Ethics	3
MGM 201	Principles of Management	3
MGM 210	Quality Customer Service	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning & Decision Making	3
MKT 210	Principles of Marketing	3
Business Elective Courses – 2 Courses** - Choose from:		6 Credits
	<ul style="list-style-type: none"> CAEL100 Prior Learning Assessment Theory and Practice** One or more courses from any of these concentrations: Accounting; Banking/Finance; Digital Marketing; International Business; Management; or Marketing 	
Digital Marketing Concentration – Required Course		3 Credits
DMK 205	Digital Marketing	3
Digital Marketing Concentration – Electives – select 4 courses		12 Credits
Choose 4 courses from the Digital Marketing course listed in the Undergraduate catalog descriptions		
BSBA Capstone		3 Credits
MGM 450	BSBA Senior Capstone	3
Total Bachelor of Science in Business Administration –Digital Marketing Concentration Program		121 Credits



BACHELOR OF SCIENCE IN DIGITAL MARKETING (BSDM)

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 NECB'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 NECB'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.



Program Chair

Dr. Christopher Weir, EdD, MA

Christopher.Weir@necb.edu

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



BSDM: General Education Curriculum

Students in the BSDM program are required to complete the following General Education courses:

Bachelor of Science in Digital Marketing: 121 Credits / 40 Total Courses		
English – select three (3) courses from below		9 Credits
ENG 101*	English Composition I	3
ENG 201	English Composition II	3
ENG 305	American Literature	3
ENG 405	British Literature	3
Critical Thinking and Literacy – both courses below are required		6 Credits
INF 101	Information Literacy for College Success (Required as first course at NECB)	3
PHI 101	Critical Thinking	3
Humanities – select one (1) course from below		3 Credits
ART301	Art History and Appreciation	33
Economics – select one (1) course from below		3 Credits
ECO 201	Macroeconomics	3
ECO 202	Microeconomics	3
Social Science -- select two (2) courses from below		6 Credits
ECO 101	Economics and Society	3
HIS 201	US History Since 1900	3
PSY 250	Psychology	3
POL 250	Political Science	3
SOC 250	Sociology	3
Mathematics – select three (3) courses from below		9 Credits
MAT 103*	Business Math	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
Communication – both courses below are required		6 Credits
COM 201	Business Writing & Communication	3
COM301 OR COM 401	Interpersonal and Organizational Communication Intercultural Communications	3
Natural Science - both courses below are required		7 Credits
SCI 280	Environmental Science and Lab	4
SCI 301	Anatomy & Physiology	3
Electives** – select two (2) courses from any courses above that you have not already taken toward your requirements.		6 Credits
General Education Total Credits		55 Credits

* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG099 Fundamentals of English and MAT099 Fundamentals of Math with a grade of “C” or higher, to be placed in ENG101 English Composition I and MAT103 Business Math, respectively.

** In addition to the aforementioned courses, CAEL100 Prior Learning Assessment Theory and Practice may be taken as a General Education elective.



BSDM: Core Program Curriculum

Bachelor of Science in Digital Marketing: 121 Credits / 40 Total Courses		
Digital Marketing Core Course Requirements – 8 courses		24 Credits
DMK 205	Digital Marketing	3
DMK 230	Data Analysis, Metrics and Measurement of Digital Marketing	3
DMK 305	Digital Advertising	3
DMK 301	Laws, Ethics, and Social Responsibility in a Digital Age	3
DMK 315	Online Content Marketing and Consumer Behavior	3
DMK 340	Search Engine Optimization	3
DMK 401	Fundamentals of Web Design	3
DMK 420	Mobile Marketing	3
Elective Courses – Select 3 courses		9 Credits
DMK 210	Viral Marketing and Digital Presence	3
DMK 330	Target Marketing and Social Optimization	3
MKT 215	Customer Relationship Marketing	3
MKT 305	Consumer Behavior	3
DMK 350	Cause Marketing	3
DMK 410	Global Strategies in Digital Marketing	3
DMK 420	Mobile Marketing	3
DMK 428	Digital Marketing, Big Data and Web Analytics	3
DMK 405	Web 3.0 and Emerging Trends in Digital Marketing	3
Business Core Course Requirements – 9 courses		27 Credits
ACC 201	Accounting I	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MKT 210	Principles of Marketing	3
MKT 230	Principles of Public Relations	3
MGM 255	Business Law	3
MGM 401	Operations Management	3
MIS 205	Management Information Systems	3
MKT 301	Market Research	3
Business Elective Course – Select 1 course		3 Credits
ACC XXX	Accounting Concentration	3
BNK XXX or FIN XXX	Banking/Finance Concentration	3
INB XXX	International Business Concentration	3
MKT XXX	Marketing Concentration	3
MGM XXX	Management Concentration	3
BSDM Capstone		3 Credits
DMK 450	BSDM Senior Capstone	3
Total Business		66 Credits
Total Bachelor of Science in Digital Marketing Program		121 Credits



BACHELOR OF SCIENCE IN HEALTHCARE ADMINISTRATION (BSHCA)

Program Description

The Bachelor of Science in Healthcare Administration (BSHCA) is a 121-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.

Program Chair

Lydia Cavieux, M.P.A., R.H.I.T.

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



BSHCA: Core Program Curriculum

Students in the BSHCA are required to complete the following courses:

Bachelor of Science in Healthcare Administration - 121 Credits / 40 Total Courses		
General Education Courses		52 Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities or Art–1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
Core Course Curriculum – 17 Courses		51 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
MGM 201	Principles of Management	3
MGM225	Human Resources Management	3
MGM 301	Research Methods	3
MGM 410	Strategic Planning & Decision Making	3
MIS205 or ACC206	Management Information Systems or Accounting Information Systems	3
HCA101	Medical Terminology	3
HCA150	Essentials In US Healthcare	3
HCA210	Medical Law and Ethics	3
HCA320	Marketing for Healthcare	3
HCA410	Organization and Management in Healthcare	3
HCA400	Financial Management for Healthcare	3
HCA315	Fundamentals of Electronic Health Records	3
HCA310	Introduction to public and community health	3
HCA405	Introduction to Long-Term Care	3
HCA300	Foundations of Healthcare Law	3
Elective Courses – 5 Courses** - Choose from:		15 Credits
	<ul style="list-style-type: none"> HCA or MED courses One or more courses from any of these concentrations: Accounting; Finance; Digital Marketing; International Business; Management; Project Management, Quality Systems Management, or Marketing 	
BSBA Capstone		3 Credits
HCA450	Healthcare Administration Capstone	3
Total Bachelor of Science in Healthcare Administration		121 Credits



BSHCA: Medical Office Administration Track Curriculum

Students in the BSHCA Medical Office Administration Track are required to complete the following courses:

Bachelor of Science in Healthcare Administration - 121 Credits / 40 Total Courses		
General Education Courses		52 Credits
(Select Three)	English- 3 courses	9
INF 101; PHI 101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities or Art–1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301 or COM401	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
Core Course Curriculum – 14 Courses		42 Credits
ACC 201	Accounting I (Prerequisite: MAT 103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
MGM 201	Principles of Management	3
MGM225	Human Resources Management	3
MGM 301	Research Methods	3
MGM 410	Strategic Planning & Decision Making	3
MIS 205 or ACC 206	Management Information Systems or Accounting Information Systems	3
HCA 300	Foundations of Healthcare Law	3
HCA 310	Introduction to Public and Community Health	3
HCA 315	Fundamentals of Electronic Health Records	3
HCA 320	Marketing for Healthcare	3
HCA 400	Financial Management for Healthcare	3
HCA 405	Introduction to Long-Term Care	3
HCA 410	Organization and Management in Healthcare	3
Medical Office Administration Track – 8 Courses		24 Credits
HCA 101	Medical Terminology	3
HCA 150	Essentials in Healthcare in the US	3
HCA 210	Medical Law & Ethics	3
MED 150	Introduction to Medical Coding	3
MED 160	Medical Office Procedures	3
MED 180	Medical Billing & Reimbursement	3
MED 184	Medical Insurance Procedures	3
MED 200	Electronic Health Information Systems	3
BSBA Capstone		3 Credits
HCA 450	Healthcare Administration Capstone	3
Total Bachelor of Science in Healthcare Administration: Medical Office Administration Track		121 Credits



BSHCA: Healthcare Reimbursement Track Curriculum

Students in the BSHCA Healthcare Reimbursement Track are required to complete the following courses:

Bachelor of Science in Healthcare Administration - 121 Credits / 40 Total Courses		
General Education Courses		52Credits
(Select Three)	English- 3 courses	9
INF101; PHI101	Information Literacy and Critical Thinking – 2 courses	6
(select one)	Humanities or Art–1 course	3
ECO 201; ECO 202	Economics – 2 courses (both required)	6
(select two)	Social Science –2 courses	6
(select three)	Mathematics –3 courses	9
COM 201; COM 301	Communications – 2 courses (both required)	6
SCI 280; SCI 301	Natural Science – 2 courses (both required)	7
Core Course Curriculum – 13 Courses		39 Credits
ACC 201	Accounting I (Prerequisite: MAT103 Business Mathematics)	3
ACC 202	Accounting II (Prerequisite: ACC 201 Accounting I)	3
MGM 201	Principles of Management	3
MGM225	Human Resources Management	3
MGM 301	Research Methods	3
HCA300	Foundations of Healthcare Law	3
HCA310	Introduction to Public and Community Health	3
HCA315	Fundamentals of Electronic Health Records	3
HCA320	Marketing for Healthcare	3
HCA400	Financial Management for Healthcare	3
HCA405	Introduction to Long-Term Care	3
HCA410	Organization and Management in Healthcare	3
Elective	Elective from ACC, FIN, HCA, PJM, MED, QSM, MGM	3
Healthcare Reimbursement Track – 9 Courses		27 Credits
HCA101	Medical Terminology	3
HCA150	Essentials in Healthcare in the US	3
HCA210	Medical Law & Ethics	3
MED150	Introduction to Medical Coding	3
MED155	Diagnosis Coding: ICD-10_CM	3
MED165	Procedure Coding: ICD-10-CM	3
MED175	CPT Ambulatory Procedures Coding	3
MED215	Practical Medical Billing and Reimbursement Procedures	3
MED200	Electronic Health Information Systems	3
BSBA Capstone		3 Credits
HCA450	Healthcare Administration Capstone	3
Total Bachelor of Science in Healthcare Administration: Healthcare Reimbursement Track		121 Credits



BACHELOR OF SCIENCE IN INTERNATIONAL BUSINESS (BSIB)

Program Description

The Bachelor of Science in International Business (BSIB) program offers a comprehensive blend of theory and practical application that will allow students to apply their education towards existing career tracks and/or prepare them for entry-level jobs in international business. The program is specifically designed for individuals interested in careers in which they will be navigating a competitive global environment, whether at multinational corporations, small-to-medium-sized enterprises looking to expand internationally or governmental institutions that deal with international regulatory issues.

The BSIB program is consistent with NECB's mission of providing a high quality curriculum with a focus on educating competent and skilled business professionals. While the BSIB program curriculum includes various business core courses offered through NECB's BSBA program, it also offers in-depth course work in international business that is intended to equip learners with a unique skill set applicable to current industry needs, as noted in the curriculum map below.

Program Outcomes

Upon completing the BSIB program, students will be able to:

- Identify key global business issues, particularly in finance, management, and marketing.
- Employ critical thinking and informational literacy skills in evaluating key global business issues.
- Analyze and apply theoretical perspectives to make ethically appropriate and economically efficient decisions in an international business context.
- Provide effective leadership and managerial guidance to a diverse workforce in a global business environment.
- Conduct quantitative and qualitative analyses to interpret, evaluate, and report data.
- Think and plan strategically to solve complex organizational problems in a global business environment.
- Lead cross-cultural teams in evolving work environments.
- Justify tough business decisions in an increasingly globalized world from an economic, business, and socially responsible perspective.

Program Chair

Dr. Christopher Weir, EdD, MA

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Instructional Delivery

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



The program must be completed within 180 attempted credits, approximately six (6) academic years or thirty-six (36) sessions. Given that NECB students are primarily working adults, the normal program completion is five (5) years or thirty (30) eight week sessions.



BSIB: General Education Curriculum

Bachelor of Science in International Business: 121 Credits / 40 Total Courses		
General Education Requirements – select 3 courses		9 Credits
ENG 101*	English Composition I	3
ENG 201	English Composition II	3
ENG 305	American Literature	3
ENG 405	British Literature	3
Critical Thinking and Literacy – both courses below are required		6 Credits
INF 101	Information Literacy for College Success (Required as first course at NECB)	3
PHI 101	Critical Thinking	3
Humanities – course below is required		3 Credits
ART 301	Art History & Appreciation	3
Economics – Both courses below are required		6 Credits
ECO 201	Macroeconomics	3
ECO 202	Microeconomics	3
Social Science - select 2 courses		6 Credits
ECO 101	Economics and Society	3
HIS 201	US History Since 1900	3
PSY 250	Psychology	3
POL 250	Political Science	3
SOC 250	Sociology	3
Mathematics – all courses from below are required		9 Credits
MAT 103*	Business Math	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
Communication – select 1 course from below		3 Credits
COM 201	Business Writing & Communication	3
COM 301	Interpersonal and Organizational Communication	3
Natural Science - both courses below are required		7 Credits
SCI 280	Environmental Science and Lab	4
SCI 301	Anatomy & Physiology	3
Electives – select 2 courses from any courses above that you have not already taken toward your requirements.		6 Credits
General Elective I		3
General Elective II		3
General Education Total Credits		55 Credits



BSIB: Core Program Curriculum

Bachelor of Science in International Business: 121 Credits / 40 Total Courses		
International Business Core Course Requirements – 8 courses		24 Credits
INB 301	International Business Law and Ethics	3
INB 305	International Business and Trade	3
INB 310	Global Marketing	3
INB 320	International Logistics and Security	3
INB 401	International Negotiations and Culture	3
INB 405	International Finance	3
INB 410	International Economics	3
INB 410	Global Politics and Organizations	3
Business Core Course Requirements – 10 courses		30 Credits
ACC 201	Accounting I (Prerequisite: Business Mathematics)	3
ACC202	Accounting II	3
FIN 305	Corporate Finance	3
FLS 101	Financial Literacy	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MIS 205	Management Information Systems	3
MKT 210	Principles of Marketing	3
Electives – select 3 courses		9 Credits
ACC 205	Managerial/ Cost Accounting	3
BNNK 201	Principles of Banking	3
CAEL 100**	Prior Learning Assessment Theory and Practice	3
MGM 210	Quality Customer Service	3
MGM 215	Leadership and Management	3
MGM 320	Recruitment Selection and Orientation	3
MKT 215	Customer Relationship Marketing	3
ACC XXX	One or more courses from Accounting Concentration	3
BNK XXX or FIN XXX	One or more courses from Banking/Finance Concentration	3
MKT XXX	One or more courses from Marketing Concentration	3
MGM XXX	One or more courses from Management Concentration	3
BSIB Capstone—Required 1 course		3 Credits
INB 450	Global Strategic Management	3
Total Bachelor of Science in International Business		121 Credits



BACHELOR OF SCIENCE IN QUALITY SYSTEMS MANAGEMENT (BSQSM)

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 NECB 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 integrated within the quality systems management courses and spans the entirety of a student's program. Through assignments and the culminating BSQSM Business Project, students demonstrate tangible learning outcomes predicated on improvements in the effectiveness of systems and efficiency of operations. The Business Project for the BSQSM involves students planning, developing, and presenting a practical project as a team. These projects afford students high-impact experiential learning opportunities while also linking students to external organizations within the field of quality systems management. All BSQSM projects are comprehensively evaluated by faculty who possess expertise in the various academic program elements of projects; these faculty members provide feedback that includes specific recommendations for improvement that is applicable to both academic course work and career application.

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

Jay Beirne, M.S.Q.S.M.

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



BSQSM: General Education Curriculum

Students in the BSQSM program are required to complete the following General Education courses:

Bachelor of Science in Quality Systems Management 121 Credits / 40 Total Courses		
English – select three (3) courses from below		9 Credits
ENG 101*	English Composition I	3
ENG 201	English Composition II	3
ENG 305	American Literature	3
ENG 405	British Literature	3
Critical Thinking and Literacy – both courses below are required		6 Credits
INF 101	Information Literacy for College Success (Required as first course at NECB)	3
PHI 101	Critical Thinking	3
Humanities – Course below is required		3 Credits
ART 301	Art History & Appreciation	3
Economics – select one (1) course from below		3 Credits
ECO 201	Macroeconomics	3
ECO 202	Microeconomics	3
Social Science - select two (2) courses from below		6 Credits
ECO 101	Economics and Society	3
HIS 201	US History Since 1900	3
PSY 250	Psychology	3
POL 250	Political Science	3
SOC 250	Sociology	3
Mathematics – All courses below are required		9 Credits
MAT 103*	Business Math	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
Communication – both courses below are required		6 Credits
COM 201	Business Writing & Communication	3
COM 301 OR COM 401	Interpersonal and Organizational Communication OR Intercultural Communications	3
Natural Science – the course below is required		3 Credits
SCI 301	Anatomy & Physiology	3
Electives – select three (3) courses from any courses above that you have not already taken toward your requirements.		9 Credits
General Elective I		3
General Elective II		3
General Elective II		3
General Education Total Credits		54 Credits

*New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG099 Fundamentals of English and MAT099 Fundamentals of Math with a grade of “C” or higher, to be placed in ENG101 English Composition I and MAT103 Business Math, respectively.

** In addition to the aforementioned courses, CAEL100 Prior Learning Assessment Theory and Practice may be taken as a General Education elective.



BSQSM: Core Program Curriculum

Bachelor of Science in Quality Systems Management- 121 Credits/ 40 Total Courses		
Quality Systems Management Core Course Requirements – 10 courses		31 Credits
QSM 210	Quality Systems Management	3
PJM 210	Introduction to Project Management	3
MGM 301	Research Methods	3
MGM 401	Operations Management	3
MGM 410	Strategic Planning and Decision Making	3
QSM 345	Performance Based Management and Benchmarking	3
QSM 408	Special Topics in Quality Management	3
QSM 475	Introduction to Financial Systems Management	3
QSM 480	Quality Management Capstone 1	4
QSM 485	Quality Management Capstone 2	3
Business Core Course Requirements – 9 courses		27 Credits
ACC 201	Accounting I	3
ACC 202	Accounting II (Prerequisite: ACC 201: Accounting I)	3
MGM 201	Principles of Management	3
MGM 215	Leadership and Management	3
MGM 225	Human Resources	3
MGM 250	Business Ethics	3
MGM 255	Business Law	3
MGM 305	Organizational Behavior	3
MIS 205	Management Information Systems	3
Business Elective Courses- select two (3) courses from the below		9 Credits
ACC XXX	Accounting Concentration	3
BNK XXX or FIN XXX	Banking/ Finance Concentration	3
INB XXX	International Business Concentration	3
MKT XXX	Marketing Concentration	3
MGM XXX	Management Concentration	3
Total Business		67 Credits
Total Bachelor of Science in Quality Systems Management Program		121 Credits

* New students must pass both English and math diagnostic exams with a 75% score or better, or complete ENG099 Fundamentals of English and MAT099 Fundamentals of Math with a grade of “C” or higher, to be placed in ENG101 English Composition I and MAT103 Business Math, respectively.

** In addition to the aforementioned courses, CAEL100 Prior Learning Assessment Theory and Practice may be taken as a General Education elective.



UNDERGRADUATE CERTIFICATES

Professional Development Certificates are designed for students interested in a certificate consisting of industry-specific courses. The Basic Accounting, Intermediate Accounting, and Digital Marketing Certificates consist of seven courses. Credits from courses taken in the undergraduate certificate are transferable into NECB's undergraduate programs.

NECB offers three Professional Development Certificate Programs:

- Digital Marketing – Professional Development Certificate
- Basic Accounting – Professional Development Certificate
- Intermediate Accounting – Professional Development Certificate

Certificate in Digital Marketing

Certificate 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 NECB'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.

Certificate 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.

Curriculum

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

Digital Marketing Certificate Required:

- DMK 205 Digital Marketing

Digital Marketing Certificate Electives:

- 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 350 Cause Marketing
- DMK 401 Fundamentals of Web Design
- DMK 405 Web 3.0 and 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



Basic Accounting Undergraduate Professional Development Certificate

Certificate 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.

Prerequisites

Pass Math and English diagnostic exam or Fundamentals of English and Fundamentals of Math.

Certificate 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.

Curriculum

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
- 2 Courses chosen from ACC, BNK, FIN, MGM or INB



Intermediate Accounting Undergraduate Professional Development Certificate

Certificate 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.

Certificate 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

Curriculum

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

- ACC 301 Intermediate Accounting 1 (Prerequisite: Accounting II)
- ACC 302 Intermediate Accounting 2 (Prerequisite: Intermediate Accounting 1)
- ACC 303 Federal Income Tax
- ACC 206 Accounting Information Systems
- ACC401 Advanced Accounting & Reporting
- FIN 305 Corporate Finance
- FIN 401 Investment Management



COURSE DESCRIPTIONS – UNDERGRADUATE PROGRAMS

NECB generally uses course designations as follows:

- 100-level courses correspond with freshman-level courses,
- 200-level courses correspond with sophomore-level courses,
- 300-level courses correspond with junior-level courses,
- 400-level courses correspond with senior-level courses, and
- 500 level courses are master's level and require a Bachelor's degree as an admissions requirement.

General Education Course Descriptions

ART 301 Art History and Appreciation 3 credits

Prerequisite: ENG201 English Composition II

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

Prerequisite: None

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

Prerequisite: None

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****Prerequisite:** None

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.

COM401 Intercultural Communications**3 Credits****Prerequisite:** None

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****Prerequisite:** None

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****Prerequisite:** None

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

Prerequisite: None

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. 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:** and 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****Prerequisite:** None but 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 NECB'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 NECB eLibrary databases is integral in learning to be an information literate student at NECB. 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

Prerequisites: None

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

Prerequisites: None

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 Course Descriptions

ACC 201 Accounting I

3 credits

Prerequisite: None; 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: ACC 201 Accounting I; ACC202 Accounting II Strongly Recommended

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

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 1

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.

ACC305 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 manager's perspective rather than the practicing accountant perspective and to focus on cost, cost analysis, and costing.



ACC310 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.

ACC401 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.

ACC402 Auditing I 3 credits

Prerequisite: ACC401 Advanced Accounting & Reporting

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 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

Prerequisite: None

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: None; BNK201 Principles of Banking Strongly Recommended



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: None; BNK201 Principles of Banking Strongly Recommended

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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 leverages opportunities to influence consumer behavior.

DMK 330 Targeted Marketing and Social Optimization 3 credits

Prerequisite: None

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****Prerequisite:** None

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 350 Cause Marketing**3 credits****Prerequisite:** None

Cause marketing or cause-related marketing refers to a type of marketing involving the collaborative efforts of a for-profit business and a non-profit organization for mutual benefit. DMK350 will explore these mutual benefits and related strategies from two different perspectives. The first will be what strategies and technologies do nonprofits use to extend their reach, engage followers, and raise the funds in order to successfully support their mission. The second perspective is how for-profit businesses can align themselves with social causes in order to strengthen their brand and achieve their business goals. This course focuses on digital media campaigns, online tools/technologies and offline strategies that support collaboration and maximizes mutual benefits.

DMK 401 Fundamentals of Web Design**3 credits****Prerequisite:** None

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 410 Global Strategies in Digital Marketing**3 credits****Prerequisite:** None

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****Prerequisite:** None

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****Prerequisite:** None

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:** None; 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:** None; 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:** None; 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****Prerequisites:** None

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 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****Prerequisite:** None

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****Prerequisite:** None

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****Prerequisite:** None

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****Prerequisite:** None

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****Prerequisite:** None

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 (Capstone)

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 patient's 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 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****Prerequisites:** None

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.

MGM225 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****Prerequisite:** None

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:** None; 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:** None; 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:** None; 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:** None; 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. They will work through exercises to determine the feasibility, sustainability, and performance measurements for their social mission.

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. Students will create their own business plan through a structured process that provides feedback on each section.

SEM 350 Cause Marketing**3 Credits**

Cause marketing or cause-related marketing refers to a type of marketing involving the collaborative efforts of a for-profit business and a non-profit organization for mutual benefit. DMK350 will explore



these mutual benefits and related strategies from the two different perspectives. The first will be what strategies and technologies do nonprofits use to extend their reach, engage followers, and raise the funds in order to successfully support their mission. The second perspective is how for-profit businesses can align themselves with social causes in order to strengthen their brand and achieve their business goals. This course focuses on digital media campaigns, online tools/technologies and offline strategies that support collaboration and maximizes mutual benefits.

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.



MASTER OF BUSINESS ADMINISTRATION (MBA)

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.

The MBA offers five concentrations:

- Finance
- Business Ethics and Compliance
- Human Resources
- Healthcare
- International Management

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.

Program Chair

Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

Carla.Patalano@necb.edu

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.

Prerequisites

Students are conditionally accepted into the Master of Business Administration program until the following four undergraduate business courses are completed: GACC 201 Financial Accounting; GMGM 201 Principles of Management; GECO 205 Survey of Economics; GMAT 305 Statistics. Students may transfer the equivalent of these courses in pursuant to NECB's Transfer of Credit policy or complete these courses prior to full acceptance into the MBA at NECB. In rare cases, and under careful review, NECB reserves the right to waive prerequisite courses for students in the MBA program.

Students have a maximum of 12 consecutive months to complete any required prerequisite course(s), with a minimum grade of C (2.0). Each prerequisite course may be repeated once, in the event the student doesn't complete it with the minimum grade the first time. 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 NECB or from another institution 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.

MBA Concentration Course Descriptions

Concentration courses will typically be taken at the end of the student's MBA program, once the MBA core courses are complete.

For course descriptions for all courses in the Finance, Business Ethics and Compliance, Human Resources, International Management, and Healthcare Management Concentrations, please refer to the page dedicated to these disciplines within this catalog.



Master of Business Administration: Core Program Curriculum

Master of Business Administration (MBA) – 36 Credits/ 12 Total Courses		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Program Concentrations		
Three-course concentrations are available in:		
<ul style="list-style-type: none"> • Finance • Business Ethics and Compliance • Healthcare Management • Human Resource Management • International Management 		
Total Master of Business Administration Core Curriculum		36 Credits
<p>**These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



MBA: Finance Concentration Curriculum

Master of Business Administration (MBA) with a Finance Concentration - 45 Credits / 15 Total Courses		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
Finance Concentration Courses – select 3 courses		9 Credits
MSF 500	Financial Markets	3
MSF 510	Investment Management	3
MSF 545	Financial Modeling	3
MSF 540	International Finance	3
MSF 550	Financial Derivatives	3
MSF 570	Financial Ethics and Compliance	3
MSF 580	Insurance and Risk Management	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Total Master of Business Administration- Finance Concentration Program		45 Credits
** These prerequisite courses may be waived based on undergraduate coursework. A <i>grade of C (2.0)</i> must be obtained in each prerequisite course.		



MBA: Business Ethics & Compliance Concentration

Master of Business Administration (MBA) with a Business Ethics & Compliance Concentration		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
Business Ethics & Compliance Concentration Courses – select 3 courses		9 Credits
MBE 501	Regulations and Regulators	3
MBE 555	Legal Issues: Employee and Labor Relations	3
MBE 510	Governance, Ethics and Compliance	3
MBE 515	Enterprise Risk Management	3
MBE 525	Fraud Examination and Techniques	3
MBE 540	Corporations and Compliance: Case Studies	3
MBE 550	Conducting Internal Investigations	3
MBE 560	The Culture of Ethics	3
MBE 565	International Business Ethics and Compliance	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Total Master of Business Administration- Business Ethics & Compliance Concentration Program		45 Credits
<p>** These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



MBA: Healthcare Management Concentration

Master of Business Administration (MBA) with a Healthcare Management Concentration		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
Healthcare Management Concentration Courses – select 3 courses		9 Credits
MHM 501	Evolving Healthcare Systems	3
MHM 510	Healthcare Information Systems	3
MHM 520	Healthcare Law and Policy	3
MHM 525	Healthcare Finance and Reimbursement	3
MHM 550	Healthcare Operations Management & Quality Assurance	3
MHM 565	Risk & Regulatory Compliance	3
MHM 570	Long-Term Care in Organizations	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Total Master of Business Administration- Healthcare Management Concentration Program		45 Credits
** These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.		



MBA: International Management Concentration

Master of Business Administration (MBA) with an International Management Concentration		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
International Management Concentration Courses – select 3 courses		9 Credits
MSF 540	International Finance	3
MBE 565	International Business Ethics and Compliance	3
HRM 570	Global Human Resources Management	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Total Master of Business Administration International Management Concentration Program		45 Credits
** These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.		



MBA: Human Resources Management Concentration

Master of Business Administration (MBA) with a Human Resources Management Concentration		
MBA Program Prerequisites** - 4 courses		12 Credits
GACC 201	Financial Accounting	3
GECO 205	Survey of Economics	3
GMGM 201	Principles of Management	3
GMAT 305	Statistics	3
Core Course Curriculum- 11 Courses		33 Credits
MBA 501	Strategic Leadership & Management	3
MBA 502	Applied Quantitative Methods for Business	3
MBA 505	Managerial Accounting	3
HRM 501	Strategic Human Resource Management	3
MBA 515	Management Information Systems	3
MSF 505	Managerial Finance	3
MBA 520	Strategic Marketing Management	3
MBA 525	Managerial Economics	3
MBA 530	Legal Issues in Business	3
MBA 535	Operations Management	3
MBA 541	International Business & Global Strategy	3
Human Resources Management Concentration Courses – select 3 courses		9 Credits
HRM 510	Organizational Change & Stewardship	3
HRM 520	Recruitment & Selection for Organizational Excellence	3
HRM 530	Total Rewards Approach to Compensation & Benefits	3
HRM 540	Talent Management & Development	3
HRM 550	Employee & Labor Relations	3
HRM 560	Human Resources Metrics & Measurement	3
HRM 570	Global Human Resource Management	3
MBA Capstone		3 Credits
MBA 545	Capstone: Strategic Planning & Decision Making	3
Total Master of Business Administration Human Resources Management Concentration Program		45 Credits
<p>** These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



COURSE DESCRIPTIONS – MBA PROGRAM

MBA: Undergraduate Prerequisite Course Descriptions

GMGM 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.

GACC 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.

GECO 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.

GMAT 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.



MBA: Graduate Core Course Descriptions

MBA 501 Strategic Leadership and Management

3 Credits

Prerequisite: Acceptance into the MBA, MSF or MSQM program or permission of the college.

Strategic Leadership and Management is the first or second course MBA students take in the NECB MBA program, and the first course students take in the MHRM program. 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 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. A mid-level working knowledge of Microsoft Excel is necessary to successfully complete the course.

MBA 505 Managerial Accounting

3 Credits

Prerequisites:

This course concentrates on providing the MBA student with the necessary managerial accounting education and tools that would be useful in his or her role as part of a top management team. 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. The course objective is to provide the MBA student with effective tools to use in the workplace when considering alternative strategies and decisions as part of the management team and advising other managers. 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. This experience will provide you with valuable knowledge and decision making skills that will guide you in the activities that add value to your organizations.

MSF 505 Managerial Finance

3 Credits

Prerequisites: MSF500: Financial Markets; MBA502: Applied Quantitative Methods for Business

This course provides and teaches students a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory from a practitioner viewpoint. The



approach is rigorous and analytical. It prepares students regardless of their educational and business background to make sound financial decisions. Topics include time value of money; stock valuation and stock market equilibrium; cost of capital, discounted cash flow techniques; corporate capital budgeting and valuation. The course also analyzes corporate financial policy, financial planning and forecasting financial statements.

HRM 501 Strategic Human Resources Management

3 Credits

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business

This course compares where human resource management (HRM) is now and where it needs to be in the future based upon needed strategic competencies. The focus of the course is to address ways in which HRM can partner with the organization to meet business objectives.

MBA 515 Management Information Systems

3 Credits

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business

This course introduces various information and communications technologies. Students will research and practice using modern productivity applications. Students will examine how information systems are used to solve problems and make better business decisions and apply these concepts to analyze business cases.

MBA 520 Strategic Marketing Management

3 Credits

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business

This course examines the role of strategic marketing management, with a focus on helping companies better understand customer preferences, link that knowledge to designing appropriate products and services for selected customers and determine appropriate methods to communicate, to capture, and to deliver value. Students will explore how successful firms pursue objectives, employ resources, and invest in the future of an organization to consistently satisfy the needs of customers better than competitors. These ideas apply to both for-profit and not-for-profit organizations.

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 Issues in Business**3 Credits**

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business

Business activities must adhere to a set of rules that govern its operation. The rules can come from constitutional, statutory, administrative, or case law. This course will explore examples of these rules, how laws and regulations affect business, and areas that have emerged to cause legal issues in the business environment

MBA 535 Operations 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

The goal of this course is to have the 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 in which 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 a management, marketing, financial and global lens. The workshop closes with a shareholder debrief presentation and peer review. The class closes with a reflection paper.



MASTERS OF SCIENCE IN ACCOUNTING (MACC)

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.

Program Chair

Dr. Donna Viens, CPA, CMA, CGMA

Donna.Viens@necb.edu

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. NECB 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.



MASTERS OF SCIENCE IN ACCOUNTING (MACC)

Master of Accounting (MACC) – 30 Credits/ 10Total Courses		
MACC Program Prerequisites*- 2 courses		6 Credits
ACC401	Advanced Accounting & Reporting*	3
ACC402	Auditing*	3
Core Course Curriculum- 9 Courses		27 Credits
ACC501	Forensic Accounting	3
ACC550	Federal Taxation for Corporations & Partnership	3
ACC555	Advanced Accounting Topics	3
ACC560	Advanced Financial Statement Analysis	3
MBA505	Managerial Accounting**	3
MBA501	Strategic Leadership and Management	3
MBA530	Legal Issues in Business	3
MBE503	Accounting & Ethics	3
MBE581	Corporate Stakeholder Relations & Communication	3
MACC Capstone		3 Credits
ACC590	Accounting Capstone	3
Total Master of Accounting Core Curriculum		30 Credits
<p>*These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p> <p>** MBA505 can be waived if undergraduate ACC205 & ACC305 are completed with a C or better OR if the student provides documentation of their CMA credential.</p>		



COURSE DESCRIPTIONS- MACC PROGRAM

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 550 Federal Taxation for Partnerships & Corporations

3 credits

Prerequisites:

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

Prerequisites:

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

Prerequisites:

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.



3 credits

Prerequisites: Completion of all other courses needed to meet degree requirements

3 Credits

Prerequisite: Acceptance into the MBA, MSF or MSQM program or permission of the college

Strategic Leadership and Management is the first or second course MBA students take in the NECB MBA program and the first course students take in the MHRM program. 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.

3 Credits

Prerequisites:

This course concentrates on providing the MBA student with the necessary managerial accounting education and tools that would be useful in his or her role as part of a top management team. 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. The course objective is to provide the MBA student with effective tools to use in the workplace when considering alternative strategies and decisions as part of the management team and advising other managers. 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. This experience will provide you with valuable knowledge and decision making skills that will guide you in the activities that add value to your organizations.

3 Credits

Prerequisites: MBA 501: Strategic Leadership and Management; MBA502: Applied Quantitative Methods for Business

Business activities must adhere to a set of rules that govern its operation. The rules can come from constitutional, statutory, administrative, or case law. This course will explore example of these rules, how laws and regulations affect business, and areas that have emerged to cause legal issues in the business environment

3 credits

Prerequisites: None

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.

Basic principles and methods of accounting will be taught and accounting exercises will be included, but the focus of the learning will be on how accounting rules are applied in business settings and their implications for managerial behavior and decision-making. We will study accounting concepts such as materiality, the matching principle, relevance, and reliability. In looking at each of these concepts, we will explore situations in which managerial bias and measurement error can enter the system, altering the perception of firm performance and the reliability of a firm's financial information. As a result we will include topics such as executive compensation, asset valuation, revenue recognition, and the use of non-financial measures in reporting.

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.



MASTER OF SCIENCE IN BUSINESS ETHICS AND COMPLIANCE (MBEC)

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.

Program Outcomes

It is our expectation that graduates of the NECB 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.

Program Chair

Deborah Sementa, EdD, MBA, CRCM

Deborah.Sementa@necb.edu

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 GMGM201 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.

Master of Science in Business Ethics and Compliance: Core Program Curriculum Tracks

Multidisciplinary by design, the MBEC program includes studies in the following areas:

- Corporate Governance
- Ethical Philosophy
- Law and Regulation
- Accounting and Performance Management

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.

Students complete the four foundation courses (MBE501, MBE503, MBE510, and MBE560) at the beginning of their program. Once a student has completed all four foundation courses, he/she may enroll in one of three required courses in their chosen track or in one of two electives. In sessions where a foundation course that the student has already completed is offered, students may take another course provided that he/she has met the pre-requisite requirement for the course. Yet, in any given session, students must always enroll in a foundation 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.



MBEC: Core Program Curriculum

Master of Business Ethics and Compliance- 10 courses/ 30 credits		
MBEC Program Prerequisites**- 1 course		3 Credits
GMGM 201	Principles of Management	3
Core Course Curriculum- 4 Courses		12 Credits
MBE 501	Regulations & Regulators	3
MBE 503	Accounting & Ethics	3
MBE 560	The Culture of Ethics	3
MBE 510	Governance, Ethics & Compliance	3
<i>Choose from one of the tracks below</i>		
A) Compliance Curriculum Track – select 3 Courses		9 Credits
MBE 515	Enterprise Risk Management	3
MBE 540	Corporations and Compliance: Case Studies	3
MBE 550	Conducting Internal Investigations	3
MBE 555	Employee and Labor Relations	3
MBE 565	International Business Ethics and Compliance	3
B) Corporate Social Responsibility Track- select 3 Courses		9 Credits
MBE 580	Strategy, Missions, and Governance	3
MBE 581	Corporate Stakeholder Relations & Communications	3
MBE 582	Measuring & Monitoring ESG Performance	3
MBE 583	NGO's, Consumer Advocates & Issues Management	3
C) Forensic Accounting Track- select 3 Courses		9 Credits
ACC 501	Forensic Accounting	3
ACC 520	Forensic Data Analysis	3
ACC 530	The Forensic Audit	3
MBE 525	Fraud Examination and Techniques	3
Elective Courses		6 Credits
MBE or ACC	Elective #1	3
MBE or ACC	Elective #1	3
MBEC Capstone		3 Credits
MBEC 600	Capstone: Ethics and Compliance	3
Total Master of Business Ethics and Compliance Program		30 Credits
** This prerequisite course may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.		



COURSE DESCRIPTIONS- MBEC PROGRAM

MBEC: Prerequisite Course Descriptions

MGGM 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.

MBEC: Core Course Descriptions

MBE 501 Regulations and Regulators

3 credits

Prerequisites: None

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, 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

Prerequisites: None

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.

Basic principles and methods of accounting will be taught and accounting exercises will be included, but the focus of the learning will be on how accounting rules are applied in business settings and their implications for managerial behavior and decision-making. We will study accounting concepts such as materiality, the matching principle, relevance, and reliability. In looking at each of these concepts, we will explore situations in which managerial bias and measurement error can enter the system, altering the perception of firm performance and the reliability of a firm's financial information. As a result, we will include topics such as executive compensation, asset valuation, revenue recognition, and the use of non-financial measures in reporting.



MBE 510 Governance, Ethics, and Compliance**3 credits****Prerequisites:** None

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****Prerequisites:** None

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****Prerequisites:** None

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

Prerequisites: None

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

Prerequisites: None

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

Prerequisites: None

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 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

Prerequisites: None

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

Prerequisites: None

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 NECB'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.

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 accountant's 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 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.



MASTER OF SCIENCE IN FINANCE (MSF)

Program Description

The Master of Science in Finance program at New England College 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.

Interim Program Chair

Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

Carla.Patalano@necb.edu

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 NECB. 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 NECB 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.



Master of Science in Finance: Core Program Curriculum

Master of Science in Finance- 30 credits/ 10 total courses		
Foundational Courses- 2 Courses		6 Credits
MSF 500	Financial Markets	3
MBA 502	Applied Quantitative Methods for Business	3
Core Courses Curriculum- 4 Courses		12 Credits
MSF 505	Managerial Finance	3
MSF 510	Investment Management	3
MSF 540	International Finance	3
MSF 545	Financial Modeling	3
Elective Courses- select 3 Courses		9 Credits
MSF 547	Global Currency Management	3
MSF 550	Financial Derivatives	3
MSF 557	Financial Trading and Management	3
MSF 560	Trading Psychology	3
MSF 570	Financial Ethics and Compliance	3
MSF 580	Insurance and Risk Management	3
MBA 505	Managerial Accounting	3
MBE 510	Governance, Ethics, and Compliance	3
MSF Capstone		3 Credits
MSF 600	Finance Capstone	3
Total Master of Science in Finance (MSF) Program		30 Credits
<p>** These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



MSF: GLOBAL FINANCE TRADING CONCENTRATION

Program Description

The Master of Finance with a Global Finance Trading concentration (MSF-GFT) guides students towards achieving their professional goals in global finance. The unique curriculum, coupling a concentration in Global Finance Trading with a Master of Science in Finance, offers valuable opportunities for students to acquire essential skillsets. Students gain hands-on knowledge with respect to the management of financial trading, applying current information and technologies relied on by financial professionals across the globe.

Using both theoretical and applied methods, the MSF-GFT program will prepare students to enter the field of global finance or advance in their current positions if they are already working in finance. Because trading is a major contributor to global financial institutions' earnings, students who have the knowledge and skills to devise and execute trading strategies have a much better chance to gain employment in professional trading positions. Trading involves cognitive competency and strong emotional soundness, and in this program, students have the opportunity to learn different aspects of trading psychology and how they could control their emotions for better trading performance and results. More practically, this program provides students with knowledge and means to effectively trade and manage financial assets, providing students with a solid foundation towards a career in professional financial management.

Concentration courses will typically be taken at the end of the student's MSF program, once the MSF core courses are complete. For course descriptions for all courses in the Global Finance Trading concentration, please refer to the MSF course descriptions in this Catalog.

Program Outcomes

MSF-GFT students will be able to make sound 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.
- Devising trading strategies to maximize trading performance while minimizing trading risk.



- Appreciate the influence of trading psychology and utilize effective methods to maximize trading performance.

Interim Program Chair

. Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

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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 NECB. 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 undergraduate 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 NECB 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.



MSF- Global Finance Trading Concentration- Core Program Curriculum

Master of Science in Finance - Concentration in Global Finance Trading		
Foundational Courses- 2 Courses		6 Credits
MBA 502	Applied Quantitative Methods of Business	3
MSF 500	Financial Markets	3
Core Course Curriculum- 10 Courses		30 Credits
MSF 505	Managerial Finance	3
MSF 510	Investment Management	3
MSF 540	International Finance	3
MSF 547	Global Currency Management	3
MSF 550	Financial Derivatives	3
MSF 557	Financial Trading and Management	3
MSF 560	Trading Psychology and Risk Management	3
MSF Capstone		3 Credits
MSF 600	Finance Capstone	3
Total Master of Science in Finance - Concentration in Global Finance Trading Program		30 Credits
<p>**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.</p> <p><i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



MASTER OF SCIENCE IN FINANCE PROGRAM TRACKS

Master of Science in Finance with a Leadership Track

The Master of Science in Finance with a Leadership Track is a unique graduate program in finance that helps students develop leadership skills. This program goes beyond technical knowledge in finance and equips students with knowledge and skills for managerial and leadership positions. The MSF with a Leadership Track focuses on essential leadership knowledge through strategic leadership courses in human resources, marketing, and international business.

Students may choose four of the offered electives for better career opportunities in their fields and occupational interests. This program has 10 courses, two foundation courses, three core courses, four electives, and the MSF Capstone.

Master of Science in Finance with a Track in Leadership -- Total 30 credits/ 10 courses		
Foundational Courses - 2 Courses		6 Credits
MSF 500	Financial Markets	3
MBA 502	Applied Quantitative Methods for Business	3
Core Courses Curriculum - 3 Courses		9 Credits
MSF 505	Managerial Finance	3
MSF 540	International Finance	3
MSF 545	Financial Modeling	3
Elective Courses - select 4 Courses		12 Credits
MBA 501	Strategic Leadership & Management (recommended first elective for this track)	3
HRM 501	Strategic Human Resources Management	3
MBA 525	Managerial Economics	3
MSF 570	Financial Ethics (or Compliance or MBA 530 Legal Issues in Business)	3
MBA 541	International Business & Global Strategy	3
HRM 510	Organizational Change and Stewardship	3
HRM 580	Leadership in Healthcare	3
MBE 581	Corporate Stakeholder Relations & Communication	3
MSF Capstone		3 Credits
MSF 600	Finance Capstone	3
Total Master of Science in Finance (MSF) with a Track in Leadership		30 Credits
** These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i>		



Master of Science in Finance with an Ethics & Corporate Social Responsibility Track

The Master of Science in Finance with an Ethics & Corporate Social Responsibility Track provides opportunities for financial professionals to acquire the foundational knowledge and skill-sets in steering companies in accordance with best practices in ethics and corporate social responsibility. This track aims to help individuals who seek managerial and leadership positions in financial and corporate compliance. Students may choose four of the offered electives for better career opportunities in their fields and occupational interests. This track has 10 courses, two foundation courses, three core courses, four electives, and the MSF Capstone.

Master of Science in Finance with a Track in Ethics & Corporate Social Responsibility - Total 30 credits / 10 courses		
Foundational Courses - 2 Courses		6 Credits
MSF 500	Financial Markets	3
MBA 502	Applied Quantitative Methods for Business	3
Core Courses Curriculum - 3 Courses		9 Credits
MSF 505	Managerial Finance	3
MSF 540	International Finance	3
MSF 545	Financial Modeling	3
Elective Courses - select 4 Courses		12 Credits
MBE 501	Regulations and Regulators (recommended first elective for this track)	3
MBE 510	Governance, Ethics & Compliance	3
MBE 515	Enterprise Risk Management	3
MBE 525	Fraud Examination and Techniques	3
MBE 550	Conducting Internal Investigations	3
MBE 560	The Culture of Ethics	3
MBE 580	Strategy Missions & Governance	3
MBE 581	Corporate Stakeholder Relations & Communication	3
MBE 582	Measuring & Monitoring CSR Performance	3
MSF Capstone		3 Credits
MSF 600	Finance Capstone	3
Total Master of Science in Finance (MSF) with a Track in Ethics & Corporate Social Responsibility		30 Credits
** These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.		



Master of Science in Finance with a Healthcare Management Track

With the ever-growing complexity of financial issues in the healthcare industry, professionals will be better prepared to lead their organizations with insights from the Master of Science in Finance with a Healthcare Management track. Students acquire essential competencies to navigate the current healthcare challenges to advance their professional careers and organizations. Students may choose four of the offered electives that align with their fields and occupational interests.

This track has 10 courses, two foundation courses, three core courses, four electives, and the MSF Capstone.

Master of Science in Finance with a Track in Healthcare Management Total 30 credits / 10 courses		
Foundational Courses - 2 Courses		6 Credits
MSF 500	Financial Markets	3
MBA 502	Applied Quantitative Methods for Business	3
Core Courses Curriculum - 3 Courses		9 Credits
MSF 505	Managerial Finance	3
MSF 540	International Finance	3
MSF 545	Financial Modeling	3
Elective Courses - select 4 Courses		12 Credits
MHM 501	Evolving Healthcare systems (recommended first elective for this track)	3
MHM 505	Healthcare Policy and Law	3
MHM 520	Managerial Accounting for Healthcare Professionals	3
MHM 525	Healthcare Finance and Reimbursement	3
MHM 550	Healthcare Operations Management & Quality Assurance	3
MHM 565	Risk and Regulatory Compliance	3
MBE 580	Leadership in Healthcare	3
MSF Capstone		3 Credits
MSF 600	Finance Capstone	3
Total Master of Science in Finance (MSF) with a Track in Healthcare Management		30 Credits
** These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.		



COURSE DESCRIPTIONS – MSF PROGRAM

MSF: Undergraduate Prerequisite Course Descriptions

GFIN 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.

GMAT 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.

MSF: Graduate Core Course Descriptions

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

Prerequisites: 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.



GRADUATE CERTIFICATES

Financial Management Certificate

Certificate Description

NECB's Graduate Certificate in Financial Management provides opportunities for students to advance in a rewarding career in corporate financial management. Students learn wide-ranging theoretical concepts in finance and the practical tools needed to be distinguished as an effective financial manager and a leader in the industry.

Students obtain a broad knowledge of financial theory and technical skills. The curriculum offers a unique opportunity to develop students' analytical approach and critical thinking abilities through hands-on coursework and real-world challenges.

Students who receive a certificate in financial management can become financial managers, corporate finance consultants, budget analysts, fiscal policy analysts, controllers, governmental accountants, administrators/managers, and community accountants.

Financial managers are responsible for the financial health of an organization. They produce financial reports, direct investment activities, and develop strategies and plans to help achieve the long-term financial goals of their organization.

The credits earned in the certificate program are also transferable to the Master of Science in Finance program if students elect to continue their education after completion of a certificate.

Certificate Outcomes

Four online courses, each lasting five weeks, offer students an opportunity to learn wide-ranging theoretical concepts in finance and gain the practical tools needed to be distinguished as an effective financial manager in a variety of industries. The curriculum offers an opportunity to develop students' analytical approach and critical thinking abilities through hands-on coursework led by faculty with real-world experience.

Program Chair

Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

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Instructional Delivery

The Graduate Certificate is an online certificate. Courses are five weeks in length and there are eight sessions each year. The certificate is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. There are four courses in the certificate. The certificate can be completed in 6 months of continuous enrollment.



Prerequisites

While an Undergraduate degree is required, students earning a bachelor's degree in fields other than business will be considered. Prospective applicants should demonstrate prior academic knowledge or professional experience for the certificate for which they apply.

Curriculum

Foundational Courses

MSF 505 Managerial Finance, 3 Credits

MBA 505 Managerial Accounting, 3 Credits

MSF 545 Financial Modeling, 3 Credits

Elective Courses

MSF 540 International Finance, 3 Credits

MSF 510 Investment Management, 3 Credits

Financial Planning Certificate

Certificate Description

The Graduate Certificate in Financial Planning consists of four courses, each lasting five weeks. It offers students an in-depth knowledge of financial markets and investment management and helps students develop greater skills in financial planning.

It may be useful for students considering a career as a financial advisor. Personal financial advisors provide advice on investments, insurance, mortgages, college savings, estate planning, taxes, and retirement to help individuals manage their finances.

The curriculum for this certificate offers an opportunity to develop students' analytical approaches and critical thinking abilities through hands-on coursework led by faculty with real-world experience.

The 12 credit hours earned in this program are transferable to the Master of Science in Finance (MSF) program.

Certificate Outcomes

Four online courses, each lasting five weeks, offer students an opportunity to learn wide-ranging theoretical concepts in finance and gain the practical tools needed to be distinguished as an effective financial manager in a variety of industries. The curriculum offers an opportunity to develop students' analytical approach and critical thinking abilities through hands-on coursework led by faculty with real-world experience.

Program Chair

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Instructional Delivery

The Graduate Certificate is an online certificate. Courses are five weeks in length and there are eight sessions each year. The certificate is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. There are four courses in the certificate. The certificate can be completed in 6 months of continuous enrollment.

Prerequisites

While an Undergraduate degree is required, students earning a bachelor's degree in fields other than business will be considered. Prospective applicants should demonstrate prior academic knowledge or professional experience for the certificate for which they apply.

Curriculum

Foundational Courses

MSF 500 Financial Markets, 3 Credits

MBA 510 Investment Management, 3 Credits

MSF 580 Insurance and Risk Management, 3 Credits

Elective Courses

MSF 505 Managerial Finance, 3 Credits

MSF 540 International Finance, 3 Credits

Global Finance Trading Certificate

Certificate Description

Students may explore new professional career opportunities and augment their expertise with our online Graduate Certificate in Global Finance Trading program. Students can complete the program in as little as 20 weeks.

Using our online-learning platform, this 100% online graduate certificate program consists of four courses, each lasting five weeks. It is designed to provide students with an opportunity to:

- Acquire the theoretical concepts and practical methods to trade and manage various financial instruments, including foreign exchange (forex) commodities and stocks
- Learn to use fundamental analysis and technical indicators
- Acquire an understanding of trading psychology and risk management to enhance their global trading finance skills

The 12 credit hours earned in this program are transferable to the [Master of Science in Finance \(MSF\)](#) program. If you are interested in a graduate degree with a strong emphasis on this specialization, consider our Master of Science in Finance with a [concentration in Global Finance Trading](#).



Certificate Outcomes

Four online courses, each lasting five weeks, offer students an opportunity to learn wide-ranging theoretical concepts and practical methods in global finance to trade and manage various investment vehicles and financial instruments, including foreign exchange (forex) commodities, ETFs, and stocks. Students gain an understanding of how to use fundamental analysis and technical indicators for better trading management. The program provides an overview of trading psychology and risk management to enhance the student's global trading finance skills.

Program Chair

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Instructional Delivery

The Graduate Certificate is an online certificate. Courses are five weeks in length and there are eight sessions each year. The certificate is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. There are four courses in the certificate. The certificate can be completed in 6 months of continuous enrollment.

Prerequisites

While an Undergraduate degree is required, students earning a bachelor's degree in fields other than business will be considered. Prospective applicants should demonstrate prior academic knowledge or professional experience for the certificate they apply for.

Curriculum

Foundational (required) Courses

MSF 500 Financial Markets, 3 Credits

MSF 547 Global Currency Management, 3 Credits

MSF 557 Financial Trading and Management, 3 Credits

MSF 560 Trading Psychology and Risk Management



MASTER OF HEALTHCARE MANAGEMENT (MHM)

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.

Interim Program Chair

Lydia Cavieux, M.P.A., R.H.I.T.

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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.

Prerequisites

Students are conditionally accepted into the MHM program until GMAT 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 NECB. 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.



Master of Healthcare Management Core Program Curriculum

Master of Science in Healthcare Management (MHM)- 10 courses / 30 credits		
Program Prerequisites**		3 Credits
GMAT 305	Statistics	3
Core Course Curriculum- 5 Courses		15 Credits
MHM 501	Evolving Healthcare Systems	3
MHM 502	Quantitative Methods and Metrics in Healthcare	3
MHM 520	Managerial Accounting for Healthcare Professionals	3
MHM 525	Healthcare Finance and Reimbursement	3
MHM 550	Healthcare Operations Management & Quality Assurance	3
Elective Courses – select 4 courses		12 Credits
MBA 501	Strategic Leadership & Management	3
MHM 510	Healthcare Information Systems	3
MHM 515	HR Management for Healthcare Professionals	3
MHM 505	Healthcare Law and Policy	3
MHM 565	Risk and Regulatory Compliance	3
MHM 570	Long-Term Care in Organizations	3
MHM 580	Leadership in Healthcare	3
MHM Capstone		3 Credits
MHM 600	Capstone: Strategic Planning in Healthcare	3
Total Master of Healthcare Management Program		30 Credits
<p>** This prerequisite course may be waived based on undergraduate coursework.</p> <p><i>A grade of C (2.0) must be obtained in this prerequisite course.</i></p>		



COURSE DESCRIPTIONS – MHM PROGRAM

MHM 501 Evolving Healthcare Systems

Prerequisites: None

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

Prerequisites: GMAT305 or Statistics Course

3 Credits

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

Prerequisites: None

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

Prerequisite: None

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**Prerequisite:** None**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**Prerequisite:** None**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**Prerequisite:** None**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**Prerequisite:** None**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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisites: Completion of All Other Courses in Program

3 Credits

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.



MASTER OF HUMAN RESOURCES MANAGEMENT (MHRM)

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.

Program Chair

Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

Carla.Patalano@necb.edu



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.

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 NECB's Transfer of Credit policy or enroll in these courses prior to full acceptance into the MHRM at NECB. 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.



Master of Human Resource Management Core Program Curriculum

Master of Human Resources Management (MHRM)-10 course/ 30 credits		
MHRM Program Prerequisites** - 2 courses		6 Credits
GMGM 201	Principles of Management	3
GSP 499	Graduate Studies Practicum	3
Core Course Curriculum- 10 Courses		27 Credits
MBA 501	Strategic Leadership and Management	3
HRM 501	Strategic Human Resources Management	3
HRM 510	Organizational Change and Stewardship	3
HRM 530	Total Rewards Approach to Compensation and Benefits	3
HRM 520	Recruitment and Selection for Organizational Excellence	3
HRM 550	Employee and Labor Relations	3
HRM 560	Human Resources Metrics and Measurement	3
HRM 540	Talent Management and Development	3
HRM 570	Global Human Resources Management	3
HRM Capstone		3 Credits
HRM 600	HRM Capstone	3
Total Master of Human Resources Management Program		30 Credits
<p>** These prerequisite courses may be waived based on undergraduate coursework. <i>A grade of C (2.0) must be obtained in each prerequisite course.</i></p>		



COURSE DESCRIPTIONS – MHRM PROGRAM

MHRM – Prerequisite Course Descriptions

GMGM 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.

GSP 499 Graduate Studies Practicum 3 credits

Prerequisite: Conditional Acceptance into a Graduate Program

The Graduate Studies Practicum is a prerequisite course designed to provide students who have been conditionally admitted to the program with a solid foundation as they embark on their graduate studies. The practicum provides an overview of six distinct areas related to graduate work at NECB: the scholar-practitioner approach to learning, applied research and virtual library use, technology, project management, virtual teamwork, and 21-st century data visualization and presentation skills.

MHRM – Core Course Descriptions

MBA 501 Strategic Leadership and Management 3 credits

Prerequisite: Acceptance into the MHRM or MBA program or permission of the college

Strategic Leadership and Management is the first or second course MBA students take in the NECB MBA program, and the first course students take in the MHRM program. 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.

HRM 501 Strategic Human Resources Management 3 credits

Prerequisite: Acceptance into the MHRM or MBA program or permission of the college

This course compares where HRM is now and where it needs to be in the future based upon needed strategic competencies, identified in the SHRM® HRM competency model. The focus of the course is to address ways in which HRM can provide services that help the organization meet business objectives.



Students will assess the state of an HRM department as a major contributor to successful operational problem-solving and decision- making.

HRM 510	Organizational Change and Stewardship	3 credits
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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 530	Total Rewards Approach to Compensation & Benefits	3 credits
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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 520	Recruitment & Selection for Organizational Excellence	3 credits
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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 550	Employee & Labor Relations	3 credits
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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 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 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.



MASTER OF SCIENCE IN QUALITY SYSTEMS MANAGEMENT (MSQSM)

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 NECB 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.

A Master's Business Project is integrated within the quality systems management courses and spans the entirety of a student's program. Through assignments embedded within each course, and the culminating MSQSM Business Project, students demonstrate tangible learning outcomes predicated on improvements in the effectiveness of systems and efficiency of operations. The Master's Business Project for the MSQSM involves students planning, developing, and presenting a practical project as a team to an industry-based/corporate sponsor. These projects afford students high-impact experiential learning opportunities while also linking students to external organizations within the field of quality systems management. All MSQSM Master's Business Plans are comprehensively evaluated by faculty who possess expertise in the various academic program elements of projects; these faculty members provide feedback that includes specific recommendations for improvement that is applicable to both academic course work and career application.

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.

Program Chair

Jay Beirne, MSQSM

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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.

Prerequisites

None.



Master of Science in Quality Systems Management Core Program Curriculum

Master of Science in Quality Systems Management (MSQSM)- 10 course/ 30 credits		
Core Course Curriculum - 10 Courses		30 Credits
MBA 501	Strategic Leadership and Management	3
PJM 505	Project Management I	3
PJM 510	Project Management II	3
QSM 525	Quality Systems and Strategic Planning	3
QSM 535	Operations Management	3
QSM 565	Performance Based Management and Benchmarking	3
QSM 572	Financial Systems and Lean Accounting	3
QSM 543	Business Process Analysis	3
QSM 545	Supply Chain Management	3
QSM 599	Business Project	3
Total Master of Science in Quality Systems Management Program		30 Credits



COURSE DESCRIPTIONS – MSQSM PROGRAM

MSQSM: Core Course Descriptions

MBA 501 Strategic Leadership and Management

3 credits

Strategic Leadership and Management is the first course in the MSQSM program. Drawing mainly from the fields of Psychology, Business, Leadership, 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.

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.

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.

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.



MASTER OF SCIENCE IN RISK MANAGEMENT AND INSURANCE (MSRMI)

Program Description

The Master of Science in Risk Management and Insurance (MSRMI) is designed to provide students with an in-depth education for principles of risk management and the insurance industry. Students learn to identify, analyze, and manage risks for enterprise and individuals by using strategies and tools including, property, liability, health, and life insurance. Moreover, they learn how to design and manage retirement planning and employee benefit plan along with personal financial planning.

The MS-RMI program has 10 courses: two foundational courses, seven core courses, and the MS-RMI Capstone.

Program Outcomes

MSRMI students will be able to assess and manage risk using insurance policies by:

- Obtaining a broad knowledge of financial markets and institutions by examining money markets and capital markets.
- Analyzing financial data and market research information to conduct analyses for sound investment decisions and portfolio management.
- Develop a global understanding of the evolving topic of Enterprise Risk Management (ERM).
- Identify and evaluate business and personal risk using insurance as a risk management tool. Attain an in-depth understanding and knowledge of Liability and Property Risk Management & Insurance.
- Analyze retirement planning and employee benefits. Study the important steps and different aspects of designing, developing, and planning an effective employee benefits program.
- Acquire a board knowledge of insurance company operations, qualification, and underwriting.

As a final deliverable, all MSRMI students will construct a comprehensive Risk Analysis Report to provide risk management using insurance policies.

Throughout this program, team building, cross-sector learning and professional networking are encouraged through small, online classes. Your fellow students may include finance professionals such as risk managers, financial planners, fraud analysts, underwriters, financial analysts, and insurance company presidents—to name a few.

Instructional Delivery

The Master of Science in Risk Management and Insurance is a 100% online program that is developed to help distance learners to achieve their educational goals and advance their professional careers in Risk Management and Insurance related fields. This includes those who want to shift their career path into risk



management and insurance as well as those who are currently employed in the related jobs and want to deepen their knowledge in this field.

Prerequisites

A business undergraduate degree is not required for admission into the Master of Science in Risk Management and Insurance (MSRMI) online program. If you're looking for a faster and flexible path to advance skills in risk management and insurance, we have the right college for you.

Nearly all of our students are working adults who recognize New England College of Business as a good fit for its convenience and flexibility. Sixty-three percent of them are employed at organizations which have a Corporate Partner relationship with New England College of Business.

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 NECB 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.



Master of Science in Risk Management and Insurance: Core Program Curriculum

Master of Science in Risk Management and Insurance (MSRMI)-10 course/ 30 credits		
MSRMI Program Prerequisites** - 2 courses		6 Credits
MSF 500	Financial Markets	3
MBA 502	Applied Quantitative Methods for Business	3
Core Course Curriculum- 7 Courses		21 Credits
MSF 505	Managerial Finance	3
MBE 515	Enterprise Risk Management	3
RMI 530	Liability and Property Risk Management and Insurance	3
RMI 540	Life & Health Insurance	3
RMI 550	Retirement Planning & Employee Benefit Plan Design	3
RMI 560	Insurance Company Operations, Qualification, and Underwriting	3
MSF 580	Insurance & Risk Management	3
MSRMI Capstone		3 Credits
RMI 600	Risk Management & Insurance Capstone	3
Total Master of Human Resources Management Program		30 Credits
<p>** Individuals entering the program with a degree in a non-business related field, insufficient course work or work experience, may, at the discretion of the program chair, be required to take up to 6 graduate credits as follows: Statistics and Corporate Finance. A grade of C (2.0) must be obtained in each prerequisite course.</p>		



COURSE DESCRIPTIONS – MSRMI PROGRAM

MSRMI: Undergraduate Prerequisite Course Descriptions

GFIN 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.

GMAT 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.

MSRMI: Graduate Core Course Descriptions

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 which 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.

MBE 515 Enterprise Risk Management 3 Credits

Prerequisite: None

This course will survey the evolving topic of Enterprise Risk Management (ERM) specifically focusing on key elements of the process that are of most importance to any corporate enterprise whether in finance, construction, energy, healthcare or consumer products. Students will develop an understanding of the global framework within which the discipline of risk management is maturing. Students will learn how to identify, measure, and manage risk, within the context of the firm, using a number of technical and non-technical tools. A description of the current legal and regulatory framework as well as best practices surrounding risk management, compliance, and ethics, will also be covered.

RMI 530 Liability and Property Risk Management and Insurance 3 Credits

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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

Prerequisite: None

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.



DOCTOR OF BUSINESS ADMINISTRATION IN QUALITY SYSTEMS MANAGEMENT (DBAQSM)

Program Description

New England College of Business offers a Doctor of Business Administration in Quality Systems Management (DBAQSM) program. The DBAQSM program applies theory to practice and equips students with advanced knowledge to solve business problems using theory and evidence-based data. DBAQSM students are scholar-practitioners who will be prepared to qualify for top-level executive positions in a wide variety of industries where operational performance and efficiency are paramount. Students acquire critical skill sets related to operational efficacy, quality assurance, sound resource allocation, and cost-control. The DBAQSM program is fully online with the exception of two 4-day in-person residencies. Students will also be guided on how to participate with professional organizations germane to the quality systems management field.

This program provides comprehensive instruction (theory and application) in research, business administration and quality systems management. The curriculum includes core business courses that allow students to learn and explore the latest business research, theories, and trends as well as courses more focused on the domain of quality systems management. Students synthesize what they learn in their coursework by conducting independent, unique and relevant research. The Doctoral Dissertation requires students to conduct rigorous original, applied research that must generate tangible results and add to the body of knowledge.

DBAQSM graduates will acquire in-depth knowledge, skills, and abilities enabling them to serve as experts in their field at senior levels within organizations. Students work independently to complete assignments, conduct research, and accomplish other required academic tasks. Students learn skills to conduct real-world quantitative and qualitative research in courses that prepare them to write their final dissertation.

The DBAQSM program is designed for students to complete in approximately 2 ½ to 4 years. However, it is important to note that students have a total of seven years to complete their program from the start of course work to the final defense of their dissertation. Students who choose to take time off from the program must apply for a *Leave of Absence* prior to taking more than two consecutive terms off from course work. Students who require more than 7 years to complete the program must get approval from Academic Affairs.



Program Outcomes

Upon successful completion of the program graduates will possess a wide variety of knowledge, skills, and abilities to serve as Quality Systems Management experts at senior levels within organizations. Coursework has been specifically designed to build the following competencies:

- Organize and lead teams to solve complex problems and improve business processes.
- Lead major organizational change initiatives.
- Think critically and conduct and synthesize scholarly research.
- Analyze, construct, and present a business case for senior-level decision making.
- Develop, collect, and track executive level dashboard metrics.
- Identify, locate, evaluate, and effectively use information for problem solving and opportunity identification.
- Contribute to and foster global competitiveness of the organization by promoting innovation, technology, and new marketing opportunities and minimizing threats.
- Lead internal and external organizational assessment.

Dean

Carla Patalano, DBA, MBA, SPHR, SHRM-SCP

Carla.Patalano@necb.edu

Instructional Delivery

All course and dissertation work are completed online; however, there is a low-residency component with courses held on the Boston campus. Residencies are held in April and are offered during the student's first and last year in the DBA program at NECB.

Prerequisites

A Masters' degree from an accredited college with a minimum GPA of 3.0 is required for admission to the NECB DBA program. Students must provide a resume reflecting at least 8 years of work experience.



Doctor of Business Administration in Quality Systems Management Core Program Curriculum

Doctor of Business Administration in Quality Systems Management		
Doctor of Business Administration in Quality Systems Management Core Business Course Curriculum		60 Credits
DBA 800	DBA Colloquium I (in-person residency)	1
DBA 805	Research Methodologies and Scholarly Writing	3
DBA 820	Business Research and Application	3
DBA 830	Organizational Leadership	3
QSM 825	Quality Systems and Project Management	3
DBA 835	Business Analytics and Strategic Decision Making	3
DBA 840	Financial Management and Fiscal Leadership	3
DBA 850	Innovation, Strategic Technologies, and Sustainability	3
DBA 855	Business Operations and Supply Chain Management	3
DBA 860	Communication, Collaboration and Maximizing Performance	3
DBA 865	Organizational Development and Change Management	3
DBA 870	Strategic Management and Globalization	3
QSM Concentration Courses		
QSM 874	Lean, Six Sigma, and Organizational Assessment	3
QSM 875	Ethics, Social Responsibility, and Legal Issues in Business	3
QSM 878	Business and Government Quality Systems Management Research and Application	3
QSM 888	Benchmarking, Reengineering, and Cost of Quality	3
QSM 892	Quality System Design and International Quality Standards	3
QSM Dissertation Courses		
DSS 930	DBA Colloquium II (in-person residency)	1
DSS 935	DBA Colloquium III – Spring final residency	1
DSS 905	Doctoral Dissertation Project I – Prospectus/Concept Development (Chapter 1 and 2)	3
DSS 910	Doctoral Dissertation Project II – Proposal Development (Chapter 3)	3
DSS 920	Doctoral Dissertation Project III – Final Report/Oral Defense (Chapter 4 and 5)	3
Total Doctor of Business Administration in Quality Systems Management		60 Credits



Dissertation

Writing a doctoral dissertation requires each student to identify an important problem of interest to industry and apply the appropriate business theory, research methodology and statistical rigor to draw conclusions that uniquely contribute to the scholarly body of knowledge and area of practice. The program is designed so that the required courses introduce topics in different subject areas and encourage students to conduct their own exploration of the literature and research in these different topic areas. The goal is for students to identify a topic that they are passionate about and a topic that is relevant to the business community. It is expected that once a student completes their dissertation, the student will become a valued expert in their topic.

Residencies

There are two required in-person DBA residency courses (DBA 800 and DSS 935). Students are required to attend each residency course in full. If there are extenuating circumstances, Academic Affairs must be notified in writing two to three weeks prior to the residency start date.

DBA 800 is designed for first year students entering the program to meet NECB faculty, staff, and peer DBA students. During the four-day residency, DBA 800 students will have the opportunity to align with DBA mentors who will help guide them through their experience at NECB. DSS 935 is a three-day residency designed for the student in the final stages of the program and is working toward completing their dissertation. Students will present their research to NECB faculty, administration, and other DBA students. In addition, students will have the opportunity to present their research at the ASQ BOSCON conference.

DBA Seven Year Completion Policy

Students have a total of seven years to complete the DBA program at NECB, including course work and dissertation. Students may petition Academic Affairs with a written request if they require additional time to complete the program. Such requests will be considered if the DBA student meets academic standing and is close to the 90% rubric for a final hearing within the extended time period. A comprehensive narrative explaining the need for an extension and specific details about the timeline for a final defense hearing, a letter of support from the students' Dissertation Chair, and the most recent dissertation document should be submitted 30 days prior to the five year program completion established month. Upon review of the documents, students will receive a notification if the request has been granted and for what length of time.



COURSE DESCRIPTIONS – DOCTOR OF BUSINESS ADMINISTRATION IN QUALITY SYSTEMS MANAGEMENT PROGRAM

DBA-QSM Core Course Descriptions

DBA 805 Research Methodologies and Scholarly Writing 3 credits

This course is designed to increase doctoral students' knowledge and skills in business through advanced research methodologies and scholarly writing. Students will enhance abilities to communicate in writing, think critically, conduct and synthesize scholarly research, write at collegiate levels; identify, locate, evaluate, effectively use information for problem solving, process improvement, and opportunity identification. After completing the course, the student should be able to identify, understand the components and requirements of scholarly research writing. In addition, the student should be able to write a draft research proposal

DBA 820 Business Research and Application 3 credits

This course reviews, integrates and extends concepts and techniques from DBA 805 to build student knowledge on research design and methodologies. This course more closely examines qualitative, quantitative and mixed methods. Training in SPSS and MAXQDA is provided. Topics include: sample statistics and sampling distributions, estimation, inference, statistical techniques and various applications including the use of t -tests for comparing means and proportions, regression and Analysis of Variance (ANOVA).

DBA 830 Organizational Leadership 3 credits

This course provides a critical analysis of prominent theoretical lenses, frameworks, and research in leadership development and practice from a multi-disciplinary perspective. Students explore the history of leadership thought, the current approaches, and the emerging trends in the field. Emphasis is also placed on the application of leadership theories and principles to personal leadership experiences.

DBA 835 Business Analytics and Strategic Decision Making 3 credits

Business analytics is the application of data science, data mining, statistics, business intelligence, and machine learning as a method of gaining business insight. Business analytics focuses on using descriptive, predictive, and prescriptive methods for enhancing strategic and operational decision-making. The course presents an in-depth examination of the types of problems and opportunities that business analytics presents, along with how it relates to strategic decision making. Students will analyze and evaluate the tools, methodologies, and systems used in implementing business analytics, and make recommendations for improving data and analytics practices within the context of business. This course also includes hands-on work with Excel, and an open source data mining toolkit called Orange Data Mining.

DBA 840 Financial Management and Fiscal Leadership 3 credits

Quantitative analyses and assessments, coupled with qualitative argumentations, should be considered in decision-making on alternative strategies. Analyses and assessments include important factors like



time, cost, performance, and value. DBA 840 examines these factors and financial management principles, concepts, and applications; including fiscal management for both short term financial viability as well as long term sustainability. A review will be made of new theoretical foundations currently being researched to ensure the learner is up to date on financial concepts relevancy and application.

DBA 850 Innovation, Strategic Technologies and Sustainability 3 credits

In this course, learners will examine the ways organizations build innovation strategies to drive long term sustainability and adaptation through strategic technologies. Learners will analyze key market drivers, disruptors, and ethical choices to optimize organizational sustainability. Attention is also paid to the processes and dynamics of implementing innovation strategies in the wake of globalization and the information revolution as well as a system's view of the supply chain used to examine sustainable design issues across the chain.

DBA 855 Business Operations and Supply Chain Management 3 credits

This course explores operations and supply chain management best practices and theories within the context of designing, planning, and executing sustainable systems to improve efficiencies and increase value for customers while maximizing profits. Students will examine: total quality management, process improvement, logistics, Strategic SCM initiatives, Supply Chain Integration, Supply Chain Maturity, Supply Chain Operations Reference (SCOR®) Model, and quantitative tools (forecasting, decision theory, queueing/waiting lines, reliability and statistical process control).

DBA 860 Communication, Collaboration and Maximizing performance 3 credits

This course examines the process of maximizing organizational performance using team and group dynamics as a context. Students will develop an in-depth understanding of group dynamics from a systems theory perspective and apply that understanding to generate strategies that foster commitment and produce high-performing teams. Attention will be given to employing collaborative approaches that are effective with both internal and external stakeholders.

DBA 865 Organizational Development and Change Management 3 credits

This course focuses on developing the student's knowledge to help organizations thrive in today's complex, constantly changing world. Working within many different sectors, students will employ a system's view of organizational development and change to identify desired goals, respond to unexpected changes, and—through planned interventions—move from a current state to a desired state. A review of the history, development, and current status of theory, research, and practice in organizational learning, performance, and change are provided. An emphasis will be placed on making a linkage between organizational culture, agility, and organizational development.

DBA 870 Strategic Management and Globalization 3 credits

This course brings together theories from strategic management, economics, organization theory, psychology, and sociology. Students study the tools, processes and strategies, tactics and activities, and tasks and actions that top managers employ in strategic decision-making within an organization in a global



context. Business-level strategy, competitive strategy, and theories of the firm in a modern global economy are examined. An emphasis is placed on the design and application of solutions to strategic issues in different types of firms across a variety of industries.

QSM 825 Quality Systems and Project Management

3 credits

This course explores the foundations of quality, the contemporary application of quality concepts, quality paradigms, tools for managing project quality, and quality in practice. Current best practices in quality management are examined as students create a literature review for a desired area of interest. This course also explores the core values and principles of agile project management as students create a plan to perform research and writing. Further, this course expands and drills down into one of the ten knowledge areas of project management and quality management. Attention is placed on designing quality into the project management process to result in deliverables that are more likely to satisfy all stakeholder requirements. The student will also learn how strong quality processes map to the project success criteria of on-time, within budget, within scope, broad organizational change adoption, and benefits realization.

QSM 874 Lean, Six Sigma and Organizational Assessment

3 credits

In this course, students will explore the key aspects of Organizational Assessment using the Baldrige Excellence Framework and performance improvement using Lean and Six Sigma. Students will learn the Baldrige model from both the external and internal examiner perspective. Through the application of the Baldrige Excellence Framework, students will examine all key organizational management systems and implement Six Sigma to achieve the requirements of the Baldrige criteria. Students will learn to examine quality as scholar-practitioners by researching best practices and theories of quality to understand correlations of variables, cause-and-effect relationships, identify root causes, and build statistical controls.

QSM 875 Ethics, Social Responsibility and Legal Issues in Business

3 credits

This course explores the intersection of law, ethics, and social responsibility, focusing on the current ethical and legal issues that leaders in every industry confront during decision-making within an organization. A general overview of the nature of law and its relationship to ethics and business in society is provided. Application of theories and frameworks for investigating issues including corporate social responsibility, corporate moral agency, theories of values, and corporate governance is stressed.

QSM 878 Business and Government Quality Systems Management Research & Application 3 credits

This course builds student knowledge in key aspects of Quality Systems Management (QSM). Students will draw from the tenets of Quality Management System Standards and the Malcom Baldrige Framework of Excellence to examine Management Systems, Organizational Performance, and Continuous Improvement in government and business. Students will learn to view organizations from a “systems perspective” and develop an understanding of how quality systems management can make a positive impact on each management system.

QSM 888 Benchmarking, Reengineering and Cost of Quality

3 credits

Students will further examine the Baldrige Criteria, Performance Excellence, and benchmarking principles. Topics include process redesign, process mapping, performance benchmarking, process flow



comparisons, and contemporary applications such High Reliability Organizations (HRO) and performance outcomes. Students will also explore the application of financial business theories and assessments of cost elements of implementing systems and processes that promote the highest standards of quality. There is a focus on cost accounting and understanding the hidden costs of inefficiency, internal, and external failure. Also of focus are 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 892 Quality Systems Design and International Quality Standards 3 credits

This course is designed to improve students' knowledge, skills, abilities, and attitudes in quality systems design and international quality standards through advanced research and practical application. The course provides scholar-practitioners with a framework for designing quality systems in their organizations. The course reinforces as a quality systems design foundation the international quality standard ISO 9001:2015. Students learn to design quality systems in their organizations or another organization where they can volunteer during the course.

DBA-Colloquium Descriptions

DBA 800 Colloquium I 1 credit

DBA 800 is one of two required in-person residencies. Students must attend the DBA 800 course during their first year at NECB (and plan to attend DSS 935 during their final year at NECB). This course is an opportunity for students to connect and collaborate with NECB's faculty, peer NECB students, and DBA-QSM Candidates. During this four-day residency, DBA 800 students will learn the tenets of research and learn strategies for success in the DBA-QSM program at NECB. Students may be paired with students who have advanced in their research who may provide guidance and mentorship.

DSS 930 Colloquium II 1 credit

The DSS 930 Colloquium II course is an opportunity for students to work with a faculty member to prepare a journal article for publication. Students may enroll in this online course at any time during the DBA program. The online course materials are designed to provide students with the opportunity to work with a faculty member to research and write a journal publication. It does not need to be on the same topic as the student's dissertation. It could be a precursor to a dissertation topic or a result of the student's dissertation research. This course helps students write a journal article and select a journal to submit their publication. Publication of the student's article is not required.

DSS 935 Colloquium III 1 credit

The DSS 935 Colloquium III course is offered in April at NECB's campus in Boston, Massachusetts. During this four-day residency, DSS 935 students will attend (and present) their research at the American Society for Quality (BOSCON). DSS 935 is the second of two required residencies for DBA students. DSS 935



students will be encouraged to provide mentorship to the first year DBA students to help them navigate the path toward completion at NECB.

DBA-Dissertation Course Descriptions

DSS 905 Doctoral Dissertation Project I 3 credits

Students enrolled in 905 are expected to complete 3 of the 9 dissertation milestones at NECB. Each of these milestones is carefully constructed with supporting online materials that will aid them in their research and writing of the required dissertation. In this first course, students will write a preliminary proposal paper, find an appropriate dissertation Chairperson, and write a draft of chapters one and two of their dissertation. Course milestones include drafts of the preliminary proposal paper, Chapter One and Chapter Two.

DSS 910 Doctoral Dissertation Project II 3 credits

DSS 910 is a continuation of DSS 905. Students are expected to continue working on their dissertation with the chosen Dissertation Chairperson. In 910, students will complete dissertation milestones 4, 5, and 6. They will write a draft of Chapter 3 of their dissertation, defend their proposed research, submit their IRB application and data collection. Course milestones include drafts of Chapter 3, Oral Proposal Defense, IRB application and approval, and data collection. Upon completion of the three milestones, students are automatically enrolled in DSS 920.

DSS 920 Doctoral Dissertation Project III 3 credits

DSS 920 is a continuation of DSS 910. Students are expected to continue working on their dissertation with the chosen Dissertation Chairperson. In DSS 920, students will complete dissertation milestones 7, 8, and 9. They will write chapters 4 and 5 of their dissertation, conduct a final defense and finalize their dissertation for submission to the ProQuest Database and the NECB eLibrary. Upon completion of these final three milestones, students will complete the requirements for the dissertation. Course milestones include drafts of Chapter 4, Chapter 5, final defense and submission of the Dean approved dissertation to the ProQuest Database and the NECB eLibrary.



DBA-Dissertation Continuation Course Descriptions

DSS 950 DSS 905 Doctoral Dissertation Continuation Course

Students who do not receive a (P) passing in DSS905 are required to register for DSS950 with the objective of completing 3 of the 9 dissertation milestones at NECB. In this continuation course, students will continue to write a preliminary proposal paper, find an appropriate dissertation Chairperson, and write a draft of chapters one and two of their dissertation. Completion of this course promotes the student to DSS910. Students are allowed four (4) opportunities to enroll in this continuation course and must move into DSS910 within the four terms. To progress to DSS910, students must receive approval of the drafts of the preliminary proposal paper, Chapter One, and Chapter Two.

DSS 951 DSS910 Doctoral Dissertation Continuation Course

Students who do not receive a (P) passing in DSS910 are required to register for DSS951 with the objective of completing dissertation milestones 4, 5 and 6. In this continuation course, students will write and receive approval of a draft of Chapter 3, defend their proposed research, submit their IRB application, and begin data collection. Completion of this course promotes the student to DSS920. Students are allowed three (3) opportunities to enroll in this continuation course and must move to DSS920 within the three terms. To progress to DSS920 students must receive approval of their Chapter 3 draft, Oral Proposal Defense, IRB application and approval, and data collection.

DSS 952 DSS920 Doctoral Dissertation Continuation Course

Students who do not receive a (P) passing in DSS920 are required to register for DSS952 with the objective of completing dissertation milestones 7, 8 and 9. In this continuation course, students will write a draft of chapters 4 and 5, produce a committee approved finalized copy of chapters 1-5, conduct a final defense and finalize their dissertation for submission to the ProQuest Database and the NECB eLibrary. Students are allowed two (2) opportunities to enroll in this continuation course and must successfully defend their dissertation and submit an approved finalized dissertation with Dean's approval to the ProQuest Database and the NECB eLibrary.

*Students who do not receive a (P) passing grade after the allotted attempts as the continuation courses will be administratively dropped from the program.



NECB FACULTY

Full-Time Faculty

Full-Time Faculty	Credentials
Dr. Donna Viens, CPA, CMA, CGMA Vice President of Academic Affairs Chief Academic Officer Dean of Undergraduate Studies, Program Chair – Accounting Professor	<i>PhD- Capella University, Minneapolis, MN</i> <i>MBA, Accounting Johnson & Wales University, Providence, RI</i> <i>BS, Accounting, Johnson & Wales University, Providence, RI</i> <ul style="list-style-type: none"> · <i>Certified Public Accountant – Massachusetts (CPA)</i> · <i>Certified Management Accountant (CMA)</i> · <i>Chartered Global Management Accountant (CGMA)</i>
Carla Patalano, SPHR, SHRM-SCP * Dean- DBA Program Chair- MBA & MHRM Interim Program Chair- MSF, MRIM Professor	<i>DBA , Human Resources - Nova Southeastern University, Ft. Lauderdale, FL</i> <i>MBA, Anna Maria College, Paxton, MA</i> <i>BSBA - Northeastern University, Boston, MA</i> <ul style="list-style-type: none"> · <i>Senior SHRM Certified Professional (SHRM-SCP)</i> · <i>Senior Professional in Human Resources (SPHR)</i>
Deborah Sementa Program Chair- MBEC Professor	<i>Ed D Educational Leadership, Capella University, Minneapolis, MN</i> <i>MBA, Business Law, Suffolk University, Boston, MA</i> <i>BS, Finance, Central Connecticut State University, New Britain, CT</i>
Tina Callaway Program Chair- BSBA Associate Professor	<i>EdD Transform.Leadership, Concordia University, Portland, OR – (ABD)</i> <i>MBA, Business Administration –Liberty University, Lynchburg, VA</i> <i>MS, Human Enviro Science/IT- University of Alabama, Tuscaloosa, AL</i> <i>BA, Business Management – University of Phoenix, Albuquerque, NM</i>
Christopher Weir Program Chair- BSDM, BSIB Professor	<i>EdD, Educational Leadership, Boston University, Boston, MA</i> <i>MA, Business -Emerson College, Boston, MA</i> <i>BA, Political Science - Duke University, Durham, NC</i>
Jay Beirne Program Chair- BSQSM, MSQSM Administrative Doctoral Dean	<i>MA, Quality Systems Management-National Graduate School, MA</i> <i>BA, Business Administration – Salem State University, Salem, MA</i>



NECB Senior Adjunct Faculty

Senior Adjunct Faculty	Credentials
Sandra Owen Professor	<i>MBA, University of Phoenix, Phoenix, AZ</i> <i>BA, Business, Eastern Nazarene College, Quincy, MA</i> <i>ASBA, New England Banking Institute, Boston, MA</i>
Richard Rowe CPA, Professor	<i>MBA, Long Island University, Greenville, NY</i> <i>BS, Accounting, Norwich University, Northfield, VT</i> · <i>Certified Public Accountant (CPA)</i>

NECB Adjunct Faculty

Adjunct Faculty	Credentials
Amy Ansehl	<i>DNP, University of Pittsburgh- School of Nursing, Pittsburgh, PA</i> <i>BSN, MSN FNO-BC, Columbia University School of Nursing, New York City, NY</i> <i>BA, Washington University in St. Louis, St. Louis, MO</i>
Taofee Ashiru *	<i>DBA, Project Management, Capella University, Minneapolis, MN</i> <i>MBA, University of Toledo</i> <i>MSC-Engineering, University of Lagos</i> <i>BSC, Obafemi Awolowo University</i> · <i>Certified Project Management Professional (PMP)</i>
Eric Baime, Esq.	<i>JD, Nova Southeastern University, Ft. Lauderdale, FL</i> <i>MBA, University of Miami, Miami, FL</i> <i>BA, Cornell University, Ithaca, NY</i>
Neville Bedford, Esq.	<i>JD, Roger Williams University, Bristol, RI</i> <i>BA, International Business, Roger William University, Bristol, RI</i>
Van Berube	<i>MBA, Anna Maria College, Paxton, MA</i> <i>BA, History, Worcester State College, Worcester, MA</i>
Dennis Bowyer *	<i>PhD, Organizational Leadership</i>
Paula Bramante	<i>MBA, New England College of Business, Boston, MA</i> <i>BS, Indiana University of Pennsylvania, Indiana, PA</i>
Charles Brandon *	<i>DBA, Quality Systems Management</i>



Jeffrey Brown	<i>MBA, University of Phoenix BS, Electrical Engineering, University of Illinois,</i>
Darrell Burrell *	<i>Doctorate in Health Education, A.T. Still University MA, Prescott College MSM, National Louis University</i>
James Burescia *	<i>Doctorate in Organizational Leadership, University of Phoenix, Phoenix, AZ MS- Systems Management, University of Southern California, Los Angeles, CA MA, Northern Michigan University, Marquette, MI BS, University of Southern Florida, Tampa, FL</i>
Margaret Carter *	<i>EdD, Organizational Leadership, Pepperdine University, Malibu, CA MBA, Embry-Riddle Aeronautical University, Daytona Beach, FL BS, Georgia State University, Atlanta, GA</i>
Guru Chadha *	<i>DBA, Quality Systems Management, The National Graduate School, MA MSQSM, The National Graduate School, MA BS, Bhartiya Vidya Bhavan, Bombay, India</i> <ul style="list-style-type: none"> · <i>Certified Six Sigma Black Belt, American Society for Quality</i> · <i>Certified Project Management Professional, (PMP)</i>
James Clayson	
Veronica Contreras, Esq.	<i>JD, Thomas M. Cooley Law School, Lansing, MI BA, University of Wisconsin-Madison, Madison, WI AA, William Rainey Harper College, Palatine, IL</i>
Jennifer Cournoyer	<i>MA Library & Information Studies, University of Rhode Island, Kingston, RI BA, Stonehill College, MA</i>
Dr. Shane Creel	<i>PhD, Org and Management Leadership, Capella University, Minnesota, MN MS, Counseling, Texas A&M University, Corpus Christi, Corpus Christi, TX BS, Psychology, The University of the State of New York, Albany, Albany, NY</i>
Jeff Cronin	<i>MS, Library Science, Simmons College, Boston, MA MBA, Babson College, Wellesley, MA BA, Economics, University of Massachusetts, Boston, MA</i>
Richard Cudmore	<i>MBEC, New England College of Business and Finance, Boston, MA BA, Psychology, Queens University, Kingston, Canada</i>
Charles Daniel	<i>MPH, University of South Carolina, Columbia, SC BS, Chemistry University of South Carolina, Columbia, SC</i>



Jennifer Demars	<i>MSF, New England College of Business and Finance Boston, MA MBA, Southern New Hampshire University, Portsmouth, NH BA, English, University of New Hampshire, Durham, NH</i>
Keith Earnshaw	<i>PhD, Engineering Science, Rensselaer Polytechnic Institute Troy, NY MS, Health Physics/Environ Toxicology, Purdue University, West Lafayette, IN BS, Environmental Health, Purdue University West Lafayette, IN</i>
Angela Ellis	<i>MEd, Curriculum & Instruction, Lesley College Cambridge, MA BA, University of Rhode Island, Kingston, RI</i>
Rashaan Engrum *	<i>DBA, Quality Systems Management, The National Graduate School, MA MS, Quality Systems Management, National Graduate School, MA BS, United States Coast Guard Academy, New London, CT</i>
Shawn Entrikin	<i>PhD, Human Capital Management, Northcentral University, MBA, Organizational Leadership, Northcentral University MA, Human Resources Management, National University BS, Education, Training and Development, South Illinois University</i>
Randall Fandrich *	<i>PhD, Organizational Management, Capella University, Minneapolis, MN MBA, Regis University, Denver, CO BA, American University, Washington, DC</i>
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ADMISSION POLICIES

GENERAL INFORMATION

Veterans Benefits

The Massachusetts Board of Higher Education and the Connecticut DHE have approved NECB's programs of the Associate in Science in Business Administration, the Associate of Science in Healthcare Administration, the Bachelor of Science in Business Administration, the Bachelor of Science in International Business, the Bachelor of Science in Digital Marketing, the Bachelor of Science in Quality Systems Management, the Master of Science in Finance, the Master of Business Administration, the Master of Science in Business Ethics and Compliance, the Master of Healthcare Management, the Master of Human Resource Management, the Master of Science in Quality Systems Management, and the Accounting Basics, Intermediate Accounting, Digital Marketing, and Master's level Finance certificates. If you are a veteran (or eligible dependent) and would like information about education benefits, please contact the college's Registrar's office at registrar@necb.edu.

Continuing Education

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 NECB.

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

The Tuition and Fee section of this catalog outlines the per-course tuition. Students interested in Continuing Education should contact the Financial Planning Department at NECB for additional information.

Student Preparedness – Course Technology

To ensure student success in the online environment at NECB, 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 NECB 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 NECB 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 NECB 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 NECB Student Portal, by completing an online ticketing form on the Student Portal logon page. The Student Portal Help Desk representatives respond to students via email or phone calls. For technical help with the NECB eLibrary, students can search the eLibrary Knowledge Base, submit a help desk ticket to the NECB eLibrary Technical Librarian, or contact NECB's 24/7 reference service.

Student Preparedness – Tools for Online Research

The NECB 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 NECB. It is recommended that newly enrolled students' access and familiarize themselves with the resources available in the Student Resource Center.



Re-Entering Students

A reentry fee is charged to all students who return to the college after one year or more of absence. Re-entering students, except those returning from a scheduled break or returning within the same payment period, must complete a new Enrollment and Student Financial Agreement. All re-entry students are subject to the tuition and fees in effect at the time of re-entry.

ADMISSION POLICY – UNDERGRADUATE PROGRAMS

Admission Policy – Undergraduate

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 NECB. 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

Students must complete the process and meet the requirements outlined below for admission to undergraduate programs at NECB:

- Online Application for admission
- Payment of \$50 application fee (non-refundable)
- Must have graduated from high school or earned a GED

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 NECB 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
- Official college transcripts from all institutions from which you are seeking transfer credit.
- Successfully pass the required English and Mathematics Placement Assessment by achieving a score of 75% or better on both assessments. Students who score under 55% on either of the placement 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 one or



more fundamentals courses, which must be completed with a grade of "C" or better in order to matriculate into an undergraduate program.

- Students who successfully transfer in a college level Math and English courses or their equivalents from an institution pursuant to its Transfer of Credit policy to NECB may be exempt from taking Placement Assessments.
- The College reserves the right, in the interest of student welfare, upon approval of the Program Chair, to waive certain admissions requirements in situations where a student is seeking enrollment to the College pursuant to an articulation agreement, teach-out agreement or credit transfer agreement between the College and another educational institution that the student is currently attending or has attended.

If a student has attended a previous higher education institution, their academic record may be reviewed as a consideration for admission.

Prior Attendance at an Undergraduate Institution

All undergraduate applicants who have attended an undergraduate institution, prior to applying for admission to NECB, must disclose such attendance, whether or not requesting to transfer credit from such institution(s). NECB reserves the right to request and examine transcripts from previously attended undergraduate institutions. The extent of academic progress made by an applicant at their previous institution(s) may be taken into consideration in the admissions decision.

Required Placement Assessment or Fundamentals Courses

All undergraduate applicants must take English and Mathematics placement assessments unless they have been approved by NECB 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.

Full-Time vs. Part-Time Student Status - Undergraduate

One (1) academic year = 32 weeks, 24 credit hours, (2 semesters, each semester is 16 weeks in length) = 4 sessions.

(One semester is the equivalent of two eight-week undergraduate sessions.)

Below is a breakdown of credits required each semester to qualify as full-time, versus $\frac{3}{4}$ time, versus $\frac{1}{2}$ time.

Full time = 12 credits per semester (two eight-week sessions/ one semester)

$\frac{3}{4}$ time = 9 credits per semester (two eight-week sessions/ one semester)

$\frac{1}{2}$ time = 6 credits per semester (two eight-week sessions/ one semester)

Less than $\frac{1}{2}$ time = anything less than 6 credits (two eight-week sessions/ one semester)

ADMISSION POLICY – MASTER’S PROGRAMS

Admission Policy – Master’s 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.

Admission Requirements

To matriculate into a graduate program at NECB, students must complete the processes and meet the requirements outlined below.

- Online application for admission.
- Non-refundable application fee of \$75.00.



- Bachelor's degree with a 3.0 GPA or higher or foreign credential equivalent established by a third party evaluation agency, or a master's degree from an institution accredited by an agency recognized by the U.S. Department of Education. Students with a 2.0 GPA or above will be accepted on a provisional basis and fully accepted upon achieving a CGPA of 2.7 in the first two classes.

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.

- Essay (approximately one to two pages) describing how the Program will assist the applicant to achieve personal and/or professional goals.
- Current Resume (Reflecting 4 years of work experience)
- Demonstrated proficiency in English as established through SAT or the ACT tests, or other methods documenting the student's fluency in English (see Policy on International Students for more information on the TOEFL).
- Required personal interview, generally conducted via telephone.
- The Program Chair for the specific graduate program or other qualified College administrator will evaluate and approve applications to ensure that admissions requirements have been satisfied.
- For good cause shown, at the discretion of the Program Chair, institutional admissions requirements may be waived or altered upon written approval by the Program Chair.

GMAT and GRE Testing

New England College of Business and Finance is focused on the adult learner. As such, we know that adults seeking an advanced degree are motivated, committed, and self-directed. We also understand that adults measure success in terms of past experience and accomplishments in work and life, and not by test scores. Students wishing to enter the Master Degree programs are evaluated on many levels, as described above. As such, GMAT and/or GRE test scores are not required as an admissions criterion but may be submitted as part of the application process to strengthen the application.

Full-Time vs. Part-Time Student Status - Graduate

One (1) academic year = 40 weeks, 24 credit hours, (2 semesters, each 20 weeks) = 8 sessions

Below is a breakdown of credits that are required each semester to qualify as full-time versus half time enrollment.



- Full time = 12 credits per semester
- Half time = 6 credits per semester

Foreign language students: a score of 550 or better must be achieved on the Test of English as a Foreign Language (TOEFL) exam, or other methods documenting the student's fluency in English.

ADMISSION POLICY – DOCTOR IN BUSINESS ADMINISTRATION IN QUALITY SYSTEMS MANAGEMENT PROGRAM

Admission Policy - Doctoral

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.

Admission Requirements

To matriculate into a Doctoral program at NECB, students must complete the processes and meet the requirements outlined below.

- Online application for admission.
- Non-refundable application fee of \$75.00.
- Master's degree with a 3.0 GPA or higher or foreign credential equivalent established by a third party evaluation agency, or a Doctoral degree from an institution accredited by an agency recognized by the U.S. Department of Education. GPAs under 3.0 will be reviewed during the admission process by the Chief Academic Officer or the Doctoral Dean.

Official college transcripts indicating students' Bachelor's and Master'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.

- Essay (approximately one to two pages) describing how the Program will assist the applicant to achieve personal and/or professional goals.
- Current Resume (reflecting at least 8 years of work experience)
- Demonstrated proficiency in English as established through SAT or the ACT tests, or other methods documenting the student's fluency in English (see Policy on International Students for more information on the TOEFL).
- Required personal interview, generally conducted via telephone.



- The Chief Academic Officer or Doctoral Dean will evaluate and approve applications to ensure that admissions requirements have been satisfied.
- For good cause shown, at the discretion of the Chief Academic Officer or Doctoral Dean, admissions requirements may be waived or altered upon written approval by the Chief Academic Officer.

Full-Time vs. Part-Time Student Status - Doctoral

One (1) academic year = 40 weeks, 12 credit hours, (2 semester, each 20 weeks) = 4 sessions

Below is a breakdown of credits that are required each semester to qualify as full-time versus half time enrollment.

- Full time = 12 credits per semester
- Half time = 6 credits per semester



ADMISSION POLICY – INTERNATIONAL STUDENTS

Hola! Bienvenue! Benvenuti! From whatever part of the world you are from, welcome to New England College of Business and Finance! As an online college, students may attend NECB without leaving their home country. Students are not required to enter the U.S. so we do not issue I-20 or DS-2019 Forms for the F-1 or J-1 student visas.

All applicants matriculating into undergraduate or graduate programs must adhere to current admission requirements. NECB reserves the right to request additional documentation if deemed necessary for admission purposes. Non-U.S. Citizens whose native or primary language is not English must provide verification of English proficiency. Exemptions to this policy are outlined below:

Exemption from the English Proficiency Requirement

U. S. Citizens and permanent residents are exempt from having to provide English Proficiency documentation and therefore are not required to take TOEFL. Citizens applying to NECB from the following countries are also exempt from the English Proficiency requirement:

- Anguilla
- Antigua and Barbuda
- Australia
- Bahamas
- Bermuda
- British Virgin Islands
- Canada
- Falkland Islands
- Grenada
- Ireland
- Jamaica
- New Zealand
- Puerto Rico
- St. Kitts and Nevis
- St. Lucia
- St. Vincent and the Grenadines
- Trinidad and Tobago
- Turks & Caicos Islands
- United Kingdom

Transcript Evaluation of Non-U.S. Transcripts

International applicants must have their post-secondary education, non-U.S. transcripts, evaluated to determine U.S. equivalency prior to admittance into NECB. Various credential evaluation agencies can interpret the educational backgrounds of people who have studied outside the United States and are in need of statements of U.S. equivalencies (Credential Evaluation Service (CED) information is at the end of this section. Or, other reputable evaluation agencies may be used for this service.)

- **Course by course evaluation:** Verifies whether or not the non-U.S. institution is equivalent to an accredited U.S. institution and includes a separate report that provides U.S. semester credit, grade equivalent, and level equivalent (graduate or undergraduate) for each course. The report is used for Transfer Credit Evaluations (TCE).



English Proficiency Requirement for Application to Undergraduate Programs

All international applicants, except those who qualify under an exemption specified above, must submit a TOEFL or IELTS testing scores that meet NECB admission requirements.

NECB accepts the following exam scores for admittance to Undergraduate Programs:

- Test of English as Foreign Language TOEFL
- A score of 500 or higher on the paper-based TOEFL test
- A score of 80 on the online version of TOEFL (iBT)
- International English Language Testing System exam (IELTS)
- A score of 5.0 or higher
- Test of English for International Communication (TOEIC)
- A score of 600 or higher

Applicants who have no previous college-level academic credits must self-certify on their admissions application that they have received the equivalent to a U.S. high school diploma or have the recognized equivalent such as a GED certificate. Our institution maintains the right to require the student to provide supporting documentation, if needed.

International undergraduate students requesting NECB to accept transfer credit must request for the evaluation agency interpreting their non-U.S. college-level transcript to send an official course-by-course evaluation directly to NECB. An ASBA Student may transfer in up to 45 credits, and a BSBA student may transfer in up to 90 credits from another institution.

Exception: International students who are requesting transfer credit for coursework taken at a Canadian Institution are not required to get an International course-by-course evaluation of the Canadian transcript, if the Canadian college transcript meets the following criteria (though the official transcript will still be required):

- Transcript is in English
- Transcript is acceptable for Admissions Purposes without an International Review if the school is a member of the Association of Canadian Colleges and Universities or other U.S. Accrediting body recognized by the U.S. Department of Education.

English Proficiency Requirement for Application to Graduate Programs

All international applicants, except those who qualify under an exemption specified above, must submit a TOEFL or IELTS testing scores that meet NECB admissions requirements.

NECB accepts the following exams scores for admittance to Graduate Programs:



- Test of English as Foreign Language TOEFL
- A score of 550 or higher on the paper-based TOEFL test
- A score of 90 on the online version of TOEFL (iBT)
- International English Language Testing System exam (IELTS)
- A score of 6.0 or higher
- Test of English for International Communication (TOEIC)
- A score of 650 or higher

Those applicants whose highest degree is equivalent to a bachelor's with no prior graduate-level work must request for the evaluation agency interpreting their non-U.S. college-level transcript to send an official degree-only verification report directly to NECB. The report must verify that the student earned a bachelor's degree equivalent to one earned at an institution accredited by an agency recognized by the U.S. Department of Education.

- Official transcripts from Canadian universities confirming bachelor's or master's degrees will be accepted directly from the Canadian institution for entry into a master degree program if the school is a member of the Association of Canadian Colleges and Universities;

Graduate students requesting NECB to accept transfer credit must request for the evaluation agency interpreting their non-U.S. college-level transcript to send an official course-by-course evaluation directly to NECB. A maximum of two courses (6 credits) may be transferred in to a graduate program provided transfer courses align with NECB course content.

Exception: Transfer students who are requesting to transfer credit for coursework taken at a Canadian Institution are not required to get an International course-by-course evaluation of the Canadian transcript if it meets the following criteria (through the official transcript will still be required):

- Transcript is in English
- The school is a member of the Association of Canadian Colleges and Universities or other U.S. Accrediting body recognized by the U.S. Department of Education.



Accepted Credential Evaluation Service Organizations

NECB will accept official evaluation reports from credible foreign education evaluation agencies such as Center for Educational Documentation (CED) or World Education Services (WES) whose contact information is provided below. The student is responsible for contacting the agency directly for procedure and fee information:

Center for Educational Documentation (CED)

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

PO Box 170116

Boston, MA 02117

Phone: 617.338.7171

Fax: 617.338.7101

World Education Services

<http://www.wes.org/students/index.asp>

P. O. Box 5087

New York, NY 10274-5087

National Association of Credential Evaluation Services (NACES)

<http://naces.org>

NECB must receive the official transcript report directly from the evaluating agency. Mail the official report to this address:

New England College of Business and Finance

Attn: Registrar's Office

111 Devonshire Street, Suite 200

Boston, MA 02109-5407

Documentation sent to NECB by students may be sent by fax or e-mail:

- FAX: 877.469. 6961
- EMAIL: Scan and e-mail document to registrar@necb.edu

NOTE: Please include your full name and student ID in all faxes and e-mails.

For questions about non-U.S. documents or international student requirements, please e-mail registrar@necb.edu



FINANCIAL OPTIONS: PAYING FOR COLLEGE

TUITION AND FEES

NECB is committed to ensuring that everyone has access to higher education. NECB provides its students with a high quality, industry-specific education at reasonable tuition rates and with no hidden fees.

Tuition Chart

Program	General Public		Corporate Partner & Veterans	
Undergraduate Degree and Certificate Programs				
	Per Course	Total Program	Per Course	Total Program
Associate of Science in Business Administration (ASBA)	\$1,455	\$29,100	\$1,085	\$21,700
Associate of Science in Healthcare Administration (ASHCA)	\$1,455	\$29,100	\$1,085	\$21,700
Associate of Science in Accounting (ASA)	\$1,455	\$29,100	\$1,085	\$21,700
Bachelor of Science in Business Administration (BSBA)	\$1,455	\$58,200	\$1,085	\$43,400
Bachelor of Science in Accounting (BSA)	\$1,455	\$58,200	\$1,085	\$43,400
Bachelor of Science in Healthcare Administration (BSHCA)	\$1,455	\$58,200	\$1,085	\$43,400
Bachelor of Science in Digital Marketing (BSDM)	\$1,455	\$58,200	\$1,085	\$43,400
Bachelor of Science in International Business (BSIB)	\$1,455	\$58,200	\$1,085	\$43,400
Bachelor of Science in Quality Systems Management (BSQSM)	\$1,455	\$58,200	\$1,085	\$43,400
Basic Accounting Certificate	\$1,455	\$10,185	\$1,085	\$7,595
Intermediate Accounting Certificate	\$1,455	\$10,185	\$1,085	\$7,595
Certificate in Digital Marketing	\$1,455	\$10,185	\$1,085	\$7,595
Graduate Degree and Certificate Programs				
	Per Course	Total Program	Per Course	Total Program
Master of Business Administration (MBA)	\$3,035	\$36,420	\$2,275	\$27,300
Master of Science in Accounting (MACC)	\$3,035	\$30,350	\$2,275	\$22,750
Master of Science in Business Ethics and Compliance (MBEC)	\$3,035	\$30,350	\$2,275	\$22,750



Master of Healthcare Management (MHM)	\$3,035	\$30,350	\$2,275	\$22,750
Master of Science in Finance (MSF)	\$3,035	\$30,350	\$2,275	\$22,750
Master of Human Resource Management (MHRM)	\$3,035	\$30,350	\$2,275	\$22,750
Master of Science in Quality Systems Management (MSQSM)	\$3,035	\$30,350	\$2,275	\$22,750
Master of Science in Risk Management and Insurance (MSRMI)	\$3,035	\$30,350	\$2,275	\$22,750
Master's Certificate in Financial Management	\$3,035	\$12,140	\$2,275	\$9,100
Master's Certificate in Financial Planning	\$3,035	\$12,140	\$2,275	\$9,100
Master's Certificate in Global Finance Trading	\$3,035	\$12,140	\$2,275	\$9,100
Doctor of Business Administration in Quality Systems Management	\$3,035 (3 credits) \$1,011.66 (1 credit)	\$60,700	\$2,275 (3 credits) \$758.33 (1 credit)	\$45,500

- ❖ Tuition rates are subject to change. Contact an Enrollment Specialist at (800) 997-1673 for details.
- ❖ 2019 Undergraduate start dates (8-week courses): January 7, March 4, April 29, July 8, September 3, October 28
- ❖ 2019 Master's Degree Program start dates (5-week courses): January 7, February 18, April 1, May 13, July 8, August 19, September 30, November 11
- ❖ 2019 Doctoral degree Program start dates: September 30



Tuition Rates for Active Military, First Responders and Families –

Students who are actively serving in the United States armed forces (Army, Navy, Airforce, Marines or Coast Guard), currently employed in law enforcement or emergency response/management are eligible for special tuition rates on the following programs:

Program	Active Military, First Responders and Families Tuition	
Undergraduate Degree and Certificate Programs		
	Per Course	Total Program
Associate in Science in Business Administration (ASBA)	\$750	\$15,000
Associate in Science in Healthcare Administration (ASHCA)	\$750	\$15,000
Associate of Science in Accounting (ASA)	\$750	\$15,000
Bachelor of Science in Business Administration (BSBA)	\$750	\$30,000
Bachelor of Science in Accounting (BSA)	\$750	\$30,000
Bachelor of Science in Healthcare Administration (BSHCA)	\$750	\$30,000
Bachelor of Science in Digital Marketing (BSDM)	\$750	\$30,000
Bachelor of Science in International Business (BSIB)	\$750	\$30,000
Bachelor of Science in Quality Systems Management	\$750	\$30,000
Basic Accounting Certificate	\$750	\$5,250
Intermediate Accounting Certificate	\$750	\$5,250
Certificate in Digital Marketing	\$750	\$5,250
Graduate Degree and Certificate Programs		
	Per Course	Total Program
Master of Business Administration (MBA)	\$2,275	\$27,300
Master of Science in Accounting (MACC)	\$2,275	\$22,750
Master of Science in Business Ethics and Compliance (MBEC)	\$2,275	\$22,750
Master of Healthcare Management (MHM)	\$2,275	\$22,750
Master of Science in Finance (MSF)	\$2,275	\$22,750
Master of Human Resource Management (MHRM)	\$2,275	\$22,750
Master of Science in Quality Systems Management (MSQSM)*	\$1,525	\$15.250
Master of Science in Risk Management and Insurance (MSRMI)	\$2,275	\$22,750



Master's Certificate in Financial Management	\$2,275	\$9,100
Master's Certificate in Financial Planning	\$2,275	\$9,100
Master's Certificate in Global Finance Trading	\$2,275	\$9,100
Doctor of Business Administration in Quality Systems Management	\$1,525 (3 credits) \$508.33 (1 credit)	\$30,500

- ❖ * **NECB Alumni Rate:** Graduates of any NECB master's program who matriculate to the DBA in Quality Systems Management will be billed at the reduced tuition rate for Military, First Responders and Families. Further, NECB MSQSM alumni will be awarded transfer credit for two completed NECB master's program courses toward the completion of the DBA in Quality Systems Management program, which reduces the total program tuition to **\$27,450**.

Veterans Educational Assistance

- Any individual who is covered for VA Benefits under chapter 31, Vocational Rehabilitation and Employment, or chapter 33, Post-9/11 GI Bill® benefits, will be eligible to attend NECB beginning when they have presented a certificate of eligibility or "Statement of Benefits" from the Department of Veterans Affairs (VA) website– eBenefits, or a VA 28-1905 form for chapter 31 authorization purposes) and ending on the earlier of the following dates:
 - The date on which payment from VA is made to the institution.
 - 90 days after the date NECB certifies tuition and fees following the receipt of the certificate of eligibility.
- Delayed VA Payments:** Under S2248 PL 115-407 Section 103, New England College of Business and Finance will not impose a late fee, denial of access to facilities, or other penalties against a veteran or eligible dependent due to a late payment of tuition and/or fees from the VA up to the certified benefits amount. Any portion of the student bill not covered by VA benefits is still expected to be settled by the due date.

"GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at www.benefits.va.gov/gibill."

Additional Fees

Undergraduate Application	\$50.00 (once per program, non-refundable)
Graduate Application	\$75.00 (once per program, non-refundable)
e-Resources Fee	\$85.00 per course
Transcript Fee	\$8.00 per official transcript
Petition to Graduate Fee	\$95.00 (once per program, non-refundable)
Commencement Fee	\$100.00 (once per program, non-refundable)
Course Re-enrollment Fee	Standard tuition rates apply
Dissertation Continuation Fee	\$1,000.00 (10-week session of DSS950, DSS951, and DSS952)



FINANCING YOUR EDUCATION

Financial Options

NECB's mission is to provide high-quality programs, at highly affordable tuition rates, so that our students will develop the skills and knowledge to succeed and to advance in the workplace – and to do so without being saddled with overwhelming debt.

After carefully considering the costs associated with participation in federal financial aid (title IV), NECB voluntarily discontinued our participation in August 2019. Ultimately, we determined that the costs associated with Title IV participation – which we are unwilling to pass on to our students – are excessive. However, NECB continues to offer numerous funding options, enabling you to invest in your education and your future.

NECB is committed to helping you create a financial plan that is best for you.

Self-Payment Plan

The Self-Payment Plan requires that 100 percent of tuition and any applicable fees be paid prior to each course start date. You may choose to have your tuition automatically charged to your credit card. Payment may be made using cash, check, or credit card.

Tuition Reimbursement

Many employers offer tuition reimbursement as part of their employee benefits package. In fact, many of our students receive reimbursement for all or part of their tuition from their employer. Talk to your human resource department for more information.

Direct Billing Arrangements

Direct billing may be available through your employer. Corporations may set up direct billing arrangements with NECB by contacting the Corporate Partnership team at 617-951-2350.

Payment Plans and Loans

Please speak to an NECB finance specialist to discuss the best options for you.



Refund Policy

Students who withdraw from the College, whether voluntarily or by dismissal, may be entitled to a refund of all or a portion of the tuition paid. Students who withdraw from a course prior to the term start date will receive a 100% refund for that course. After the beginning of classes, pro rata refunds will be calculated in accordance with the below schedule:

Term Week (begins on Monday)	Undergraduate and Doctoral Programs (8-week term)	Master's Programs (5-week term)
Withdrawal during the first week:	100% refund	100% refund
Withdrawal during the second week:	75% refund	75% refund
Withdrawal during the third week:	50% refund	50% refund
Withdrawal during the fourth week:	25% refund	No refund
Withdrawal after the fourth week:	No refund	No refund

For example, an undergraduate student who submits written notification of his/her intent to withdraw to the Registrar between Monday and Sunday of the fourth week of the term would be entitled to a 25% refund. However, beginning on Monday of the fifth week of the term and thereafter, no tuition refund will be granted.

Refund Policy for California Residents

For California residents only:

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition and suffered an economic loss.

Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment if you are not a California resident, or are not enrolled in a residency program.

"It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a results of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.



2. You were enrolled at an institution or location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the institution was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

Refund Policy for Maryland Residents

Percentage of course completed	Refund Amount
Less than 10%	90% refund of tuition
10% and up but not including 20%	80% refund of tuition
20% and up but not including 30%	60% refund of tuition
30% and up but not including 40%	40% refund of tuition
40% and up but not including 60%	20% refund of tuition
More than 60%	No refund

Refund Policy for Wisconsin Residents

1. In accordance with EAB 6.04, a student shall be entitled to a full refund if they cancel this Enrollment Agreement within three business days of the date they signed it. This cancellation must be made in writing and received on or before the third business day after the date the student signed the



Enrollment Agreement. A student who cancels within three business days will receive their refunds within 10 business days.

2. The student will receive a full refund of all money paid of the student was accepted and was unqualified and the school did not secure a disclaimer under the Wisc. Adm. Code EAB 9.04, or if enrollment was procured as the result of any misrepresentation in the written materials used by the school or in oral representations made by or on behalf of the school. Refunds determined as due under these conditions shall be made within ten business days.
3. The Refund Policy for all other cancellations, as outlined below, is in accordance with the Wisc. Adm. Code EAB 8.05.
4. A student does not have to notify the school of their intent to withdraw for this portion of the Refund Policy to apply. Further, the student does not have to request a refund under this policy. Any applicable refunds shall be paid no later than 40 days after the effective date of termination/withdrawal, which is either administratively determined or as a result of notice being provided by a student. The refund policy applies as follows:
5. If withdrawal is determined after three business days have passed since the Enrollment Agreement was signed, but before 60% of the potential units of instruction in the current enrollment period, the student shall be entitled to a “pro rata refund”, as calculated below, less any amounts owed by the student for the current enrollment period, less a one-time application fee, which will not exceed \$100.
6. Pro rata refund shall be determined as the number of units remaining after the last unit completed by the student, divided by the total number of units in the enrollment period, rounded downward to the nearest ten percent. Pro rata refund is the resulting per cent applied to the total tuition and other required costs paid by the student for the current enrollment period.

Pro Rata Refunds:

7. No refund is required for a student who withdraws or is dismissed after completing 60% of the potential units of instruction in the current enrollment period unless a student withdraws due to mitigating circumstances, which are those that directly prohibit the pursuit of a program and which are beyond the student’s control.
8. A student who withdraws after completing 60% of the term, due to mitigating circumstances, must send a request, in writing, stating the circumstances of the withdrawal with any supporting documentation of the circumstances, as necessary to request a pro-rata refund. The request shall be sent to the Director of Financial Aid at the College, and the student shall be notified in writing as to the results of the appeal within 20 calendar days.

Refund Policy for Florida Residents

- a. If the Student decides to drop a course, it is his/her responsibility to notify NECB in writing. A Course Drop Request Form will be electronically sent to the Student and must be completed and returned to the Registrar's Office. Termination becomes effective on the day that the written withdrawal is postmarked or the fax is received. When calculating the refund due to a student,



the last date of actual attendance of the program by the student is used in the calculation unless earlier written notice was received.

b. The following withdrawal policy applies:

- i. If the Student drops a course(s) or is withdrawn from the College for any reason, after registration but prior to the commencement of the term, the Student will be refunded any tuition for that term and, if applicable, refundable fees and/or books paid in association with the course(s). (For book returns, see “Returning Items Bought Through the MBS Bookstore” section in the [Academic Catalog and Student Handbook](#).)
- ii. Students who withdraw from the College, whether voluntarily or by dismissal, may be entitled to a refund of all or a portion of the tuition paid. Students who withdraw from a course prior to the term start date will receive a 100% refund for that course. After the beginning of classes, pro rata refunds will be calculated in accordance with the below schedule:

Term Week (begins on Monday)	Undergraduate and Doctoral Programs (8-week term)	Master’s Programs (5-week term)
Withdrawal during the first week:	100% refund	100% refund
Withdrawal during the second week:	75% refund	75% refund
Withdrawal during the third week:	50% refund	50% refund
Withdrawal during the fourth week:	25% refund	No refund
Withdrawal after the fourth week:	No refund	No refund

For example, an undergraduate student who submits written notification of his/her intent to withdraw to the Registrar between Monday and Sunday of the fourth week of the term (or whose last date of attendance in the enrolled course was within this period) would be entitled to a 25% refund. However, beginning on Monday of the fifth week of the term and thereafter, no tuition refund will be granted.

- iii. Non-refundable fees regarding admission and registration shall not exceed \$150.
- iv. Students who cancel their enrollment within 3 days of signing their enrollment agreement will be relieved of any obligation of tuition and fee charges.
- v. Students who decide to either drop a course or withdraw from the College must notify the Registrar’s Office in accordance with the “Dropping a Class” and “Withdrawal from the College” notification procedures set forth in this Catalog. Refunds will be made within 30 days of receipt of such notification from the student.



- vi. For graduate courses, a grade of "W" will be assigned when written withdrawal requests are received from the 4th day of Week 1 through the Wednesday of Week 3. A grade of "WF" will be assigned when the written withdrawal requests are received from the Thursday of Week 3 through Week 5.
- vii. For undergraduate courses, a grade of "W" will be assigned when written withdrawal requests are received from the fourth day of Week 1 through Week 4. A grade of "WF" will be assigned when written withdrawal requests are received in Weeks 5 through 8.

c. Administrative Withdrawal from the College

In compliance with the U.S. Department of Education, a grade of "WF" will be assigned when a student has not attended/participated in a course as defined by the US Department of Education's Program Integrity Regulations in any 2 consecutive weeks of a course. The student will be administratively withdrawn from the course, and a grade of "WF" will be assigned.

Refund Policy for International Students in MSF-GFT Program

If an international student withdraws from the MSF-GFT program having paid some or all of the program fees, the following refund rules will apply:

For student program withdrawals before the end of the drop/add period of the first course in the MSF-GFT Program, the student will be entitled to receive a full (100%) refund of the amount of the program cost.

For student program withdrawals after the drop/add period of the first course in the MSF-GFT Program but prior to the end of the first course, the student will be entitled to refund of 75% of the program cost.

For student program withdrawals after commencement of the MSF-GFT Program during the second course, the student will be entitled to refund of 50% of the program cost.

For student program withdrawals after commencement of the MSF-GFT Program during the third or fourth course, the student will be entitled to refund of 25% of the program cost.

For student program withdrawals after commencement of the MSF-GFT Program and after the end of the fourth course, the student will not be entitled to any refund of the program cost.

Military Tuition Assistance (TA) Return of Funds Policy

Military tuition assistance (TA) is awarded to a student under the assumption that the student will attend school for the entire period for which the assistance is awarded. When a student withdraws, whether voluntarily or by dismissal, the student may no longer be eligible for the full amount of TA funds originally awarded. To comply with the Department of Defense (DOD) policy, the return of unearned military TA funds will follow the same guidelines as outlined in the Refund Policy. The calculation is completed for



each course individually. Once the completion (earned) percentage is calculated, the college will multiply the percentage by the amount of TA funds awarded to determine the amount of TA funds earned. The unearned TA funds will be returned to the military service, not to the service member, within 45 days of the determination of withdrawal.



Returning Items Bought Through the MBS Direct Bookstore

If you need to return your book to the MBS Direct Bookstore, you have two weeks after classes start or within 21 days of the item being shipped, whichever is later, to return the book to the Bookstore. If it is past the return period, you can participate in the Bookstore's Buyback program by selecting "Sell My Books" on the Bookstore's main website and log in to process your order.

You will need to create a return authorization for your item by logging into MBS Direct's return website, www.mbsdirect.net/returns and getting a packing list and an optional pre-paid shipping label. If you decide to use the pre-paid shipping label, the cost will be deducted from your refund amount. The item will need to be in its original condition (including publisher shrink wrap) for you to receive a full refund. Also, include a copy of your invoice which circles each item you are returning and make sure you have your order number on the document. You will need to ship the item to:

MBS Direct Returns
2711 W Ash St.
Columbia, MO 65203

Please allow up to 2 weeks for processing once the return shipment has been received.

If you are returning an access key code, eContent, eBooks, or eChapters then these items are non-refundable if they have been downloaded. If you have not downloaded these items and are within the 2-week return period, you will need to contact the Customer Service Department at 800-325-3252.

If you would like additional information regarding returning your items bought through the MBS Direct Bookstore, please visit http://bookstore.mbsdirect.net/vb_faq.php?FVCUSNO=37653#returns.

Institutional Aid

Institutional Scholarships: NECB is pleased to offer a variety of institutional scholarships to our students. These scholarships consist of, but are not limited to the following:

- NECB Hardship Scholarship
- NECB Academic Merit

These scholarships may be awarded in amounts ranging from \$200-\$5000 per academic year. Scholarships are generally awarded and paid over four courses for undergraduate students and eight courses for graduate students. Continued eligibility is checked prior to each payment. Eligibility criteria for these scholarships may vary based on number of items such as:

- Employer
- Program
- Start Date



- Enrollment Status
- Extracurricular Activities
- Training

Some scholarships may not be combined with other scholarships, discounts or aid. For more details regarding scholarship amounts, dates, criteria, and application processes, please contact the Financial Aid Office at (617) 603-6995 or financialaid@necb.edu. Detailed information on NECB Institutional Scholarships may be found at: <http://www.necb.edu/financial-aid/online-financial-aid-and-scholarships>.

Student Loan Counseling Services

The Financial Aid Office staff is available to assist borrowers of all education loan programs while they attend NECB and after they leave (post-graduate and withdrawal). Additional counseling assistance is available to students in areas such as loan repayment, loan deferments, loan consolidation, and credit issues.

Payment Terms and Conditions

Tuition is due and payable to New England College of Business and Finance at the start of each course unless otherwise specified in an option above.

Code of Conduct

New England College of Business understands that ensuring the integrity of the student financial aid process is essential to providing students fair and affordable access to higher education. As an institutional member of the National Association of Student Financial Aid Professionals (NASFAA), NECB has developed the following Code of Conduct which prohibits activities that may create conflicts of interest in the student financial aid process between the institution and its students. **This Code is in accordance with the requirements of the federal Higher Education Opportunity Act of 2008 ("HEOA") and incorporates all terms set forth in the HEOA.**

Accordingly, NECB shall take reasonable steps to comply at a minimum with the following principles in day-to-day financial aid operations:

Code of Conduct:

- Employees shall not solicit or accept any gift in the form of a gratuity, favor, discount, entertainment, hospitality, loan, service, transportation, lodging, meals, reimbursement or other item having a monetary value of more than a nominal amount from a lender, guarantor or servicer.
- NECB will not request or accept from any lender any offer of funds to be used for private education loans, including funds for an opportunity pool loan, to students in exchange for the institution providing promises to lending institutions.



- NECB will not request or accept from any lender any assistance with call center staffing or financial aid office staffing.
- Any employee of NECB who is employed in the Financial Aid Office who serves on an advisory board, commission, or group established by a lender, guarantor, or group of lenders or guarantors, is prohibited from receiving anything of value from the lender, guarantor, or group of lenders or guarantors, except that the employee may be reimbursed for reasonable expenses incurred in serving on such advisory board.
- NECB will administer and enforce this Code of Conduct by all employees with responsibilities with respect to education loans be periodically informed of the provisions of this Code of Conduct.
- Employees must not accept any fee, payment or other financial benefit from a lender as compensation for any type of consulting arrangement or other contract to provide services to a lender or on behalf of a lender.



ACADEMIC AND ENROLLMENT POLICIES AND PROCEDURES

COURSE REGISTRATION

Online registration makes it easy for all students. Students register through the Student Portal found on NECB's home page, www.necb.edu. Students who apply for tuition reimbursement or direct billing through their employer, in most cases, must have a company representative or manager approve all registrations. In these instances, students should contact their company representative.

Course Schedules

Course schedules are published on NECB's website (www.necb.edu). Changes or modifications in courses are updated intermittently throughout the year.

Recommended Course Load

Undergraduate

NECB undergraduate programs have six, eight-week sessions per calendar year. Unless otherwise specified, all undergraduate courses are delivered in an online format. Students wishing to complete their degree program more quickly can take two courses a session or approximately 36 credits per calendar year and 24 credits per academic year.

It is generally advised that students new to the online format start with one course. Anyone wishing to take more than two courses in a given session must receive approval from the Undergraduate Dean by completing and submitting an Excess Petition Form.

Graduate

NECB master's level programs have eight, five-week sessions per academic year. All graduate courses are online. The Master's programs are designed for students to take one course per session or eight courses per academic year. Students wishing to take more than one master's level course per session should contact the Program Chair to receive approval.

Doctoral

NECB's doctoral program has four, ten-week sessions per academic year. During the first year, doctoral students are required to take two research courses (DBA805 and DBA820) and the first of the three required Colloquium. After the successful completion of the two required research courses, students may take two courses per session. Doctoral students may begin their dissertation courses (DSS905, DSS910 & DSS920) after they have completed two core Quality Systems Management (QSM) courses. All doctoral courses are online but students are required to attend two 4-day residencies. Completion of the doctoral program varies based on the student's desired course load.



Unit of Credit

The semester credit hour, also referred to as the credit-hour, is the unit of academic measurement used by NECB. NECB's academic year is scheduled on a six-session calendar for undergraduate programs, an eight-session calendar for graduate programs, and a four-session calendar for doctoral programs. The Academic Calendar at the back of this Catalog.

Late Registration

The College understands that its students, most of whom are working adults, may, at times, encounter unusual circumstances in their personal or professional lives causing a delay in registering for and enrolling on the first day of a particular term. In such cases, with the Program Chair's approval, new and continuing students may enroll after the first day of a term, but no later than Wednesday in the second week of a term for undergraduate programs, or Thursday in the first week of a term for graduate and doctoral programs. The decision to allow late enrollment is at the Program Chair's discretion, in consultation with the faculty member and Academic Advising, and the Program Chair may grant permission for late registration only if the student has the ability to make up missed work, interact fully within the course and catch up with all due dates by the end of the second week. Late registering students who drop the enrolled course(s) may receive a tuition refund in accordance with the Tuition Refund Policy.

Add/Drop Policy

Students may add or drop classes during the first three days of enrollment. Please refer to the current Withdrawal and Refund Policy in this Catalog to determine tuition payable if a class is dropped and not replaced with another class. All changes to your schedule after the start of the session must be made in writing with the Course Drop Request Form. E-mails and phone calls will not be accepted.

Dropping a Class

If you decide to drop a course, it is your responsibility to notify the NECB Registrar in writing.

You may contact the Registrar's Office by:

- E-mail: registrar@necb.edu
- Fax at 877-469-6961, Attention: Registrar
- Regular Mail: New England College of Business and Finance, 111 Devonshire Street, Suite 200 Boston, MA 02109, Attention: Registrar.

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 at www.necb.edu through the Student Services link and should be accessed and completed via this portal for all other forms of withdrawal notification.

Withdrawal becomes effective the day that the written withdrawal form is post marked or the email or FAX is received. When calculating the refund due to a student, the last date of actual attendance of the program by the student is used in the calculation unless earlier written notice was received.



A grade of “W” will be assigned when written drop requests are received

- from the 4th day of Week 1 through Sunday of Week 5 for undergraduate and doctoral classes
- from the 4th day of Week 1 through Wednesday of Week 3 for graduate classes

A grade of “W” will not be counted toward your cumulative GPA, but 100% of tuition and all applicable fees will be due.

A grade of “WF” will be assigned when written drop requests are received the Monday of Week 5 through Week 8 for undergraduate and doctoral classes and from the Thursday of Week 3 through Week 5 for graduate classes. All application fees are non-refundable.

A grade of “WF” will factor into your cumulative GPA, and 100% of tuition and all applicable fees will be due.

Refunds or tuition amounts due are payable and will be determined based on the NECB Refund policy.

Withdrawal from the College

Students who wish to withdraw from the College completely must fax, email or mail a completed withdrawal form to the Registrar, following the same policy and procedure as required for withdrawal from an individual course outlined above. Your status will be changed from “active” to “withdrawn” on the date NECB receives your fully executed withdrawal form.

Administrative Withdrawal from the College

In compliance with the US Department of Education, a grade of “WF” will be assigned and the student will be administratively withdrawn when the student has not attended/participated in a course 14 consecutive days as defined by the US Department of Education’s Program Integrity Regulations. The student will be administratively withdrawn from the course and a grade of “WF” will be assigned. A grade of “WF” will factor into the student's cumulative grade point average. When calculating the refund due to a student, the last date of actual attendance of the program by the student is used in the calculation. Military personnel who are called to active duty or Reserve training for a period of approximately two weeks can apply for a waiver to the 14-day rule. Waivers must be submitted in writing and provided to the Dean of Student Advising prior to the first date the student will be absent and include a copy of the military orders. Upon approval, the Chief Academic Officer will grant an extension of time based on the day of required military service and for necessary travel time to and from military duty.

Student Deployment Policy

Military students and their spouses called to active duty or deployed from their home station will be allowed to withdraw from the currently enrolled term/payment period by providing a copy of military orders. Military service means service, whether voluntary or involuntary, in the Armed Forces (including National Guard or Reserve) on active duty, active duty for training, or full-time National Guard duty, or order to active duty. The length of the absence (including all prior absences for military), including only



the time the student actually served in the military, cannot exceed five years. Students who have completed 75 percent of the current term/payment period may earn a grade at the discretion of their instructors.

Students without sufficient completion of course work will be withdrawn without grade penalty. Withdrawn courses must be repeated in their entirety. All tuition charges/payments related to the term/payment period that is interrupted will be refunded. Reentering students should contact the Military Student Center and military academic advisor to ensure a smooth transition back to an active student status. Current tuition and policies (or policy revisions) for military students will apply to all returning students upon re-entry. Reentry fees will be waived for all returning students.

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 NECB College Catalog.

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

Graduate Courses

A grade of "W" will be assigned when written withdrawal requests are received from the 4th day of Week 1 through the Wednesday of Week 3. A grade of "WF" will be assigned when the written withdrawal requests are received from the Thursday of Week 3 through Week 5.

Planned Break in Enrollment

Policy

A student not taking a course in an undergraduate term or graduate session may be placed by the NECB 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 NECB 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 NECB and should abide by our admissions policies if electing to reenroll at NECB 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 2.7 or higher at the graduate level.
- Student is in good financial standing with NECB.

PETITION FOR GRADE CHANGE

Grading criteria for all course work at NECB 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 Chief Academic Officer describing the reason for the appeal and measures that have been taken to date to appeal the grade. The decision rendered by the Chief Academic Officer 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

A “Petition for Incomplete” must be filed in order to receive an incomplete in a course (refer to Policy for Incomplete). Once the coursework is completed, a “Petition for Grade Change” must be approved before the “I” grade can be changed to another grade, including the “default” grade. Failure to file such a Petition within one academic session following the semester in which the “I” grade is assigned will result in an automatic assignment of an “F” grade to the course. No grade changes are allowed after the student has graduated.

COURSE CANCELLATION

NECB 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 NECB degree program must complete a minimum of 25% of the program credits at NECB. Students must complete at least 15 credits (5 courses) of NECB’s 61 credit Associate in Science in Business Administration program; 30 credits (10 courses) of NECB’s 121 credit Bachelor degree programs; 24 credits (8 courses) of NECB’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 NECB’s Master of Business Administration program; and 48 credits (14 courses) of NECB’s Doctoral of Business Administration program.

STUDENT ENGAGEMENT AND THE GRANTING OF ACADEMIC CREDIT

Students at NECB 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 NECB 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 NECB 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, NECB 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 NECB 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

NECB 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.

TRANSFER OF CREDIT, CREDIT EXAMINATIONS, AND COURSE WAIVERS

Transfer of Credit to Other Schools

New England College of Business and Finance is regionally accredited by the New England Commission of Higher Education (NECHE). NECB courses meet the rigor and standards of similar courses at other NECHE accredited colleges. Every college has its unique transfer of credit policy and students should contact the other institution to which they seek admissions to inquire as to that institution’s policies on credit transfer. NECB cannot guarantee transferability of credit as the acceptance of transfer credits is ultimately up to the receiving institution.

Transfer of Credit to NECB

NECB understands the importance of recognizing education earned prior to enrolling at NECB and ensuring that students do not enroll in courses where material is duplicative to courses previously taken. It is also the aim of NECB to safeguard against students from paying for courses, especially through state and/or federal funding, that contain duplicative course work.

While in keeping with the above considerations, NECB is also strongly committed to making certain that all students gain the full benefits of the level of rigor and relevant learning outcomes for programs that are offered by NECB. As such, through the transfer evaluation process, NECB affirms alignment of learning outcomes; equivalency of competencies; and adequacy of degree level between courses taken previously with those offered through NECB’s programs of study. Through such careful evaluation, NECB is able to ensure that credits awarded reflect the level and amount of student learning, adhere to appropriate levels of academic quality and that students have successfully met prior learning outcomes that have prepared them adequately for successful transfer into NECB’s program of study. Official college transcripts must be



received by NECB 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.

Once the above process is undertaken, select courses taken at a regionally accredited institution may be accepted for transfer in cases where the student has earned a grade of "C" or better and where the course content and competencies are deemed compatible to courses offered at NECB. Courses taken through institutions not regionally accredited or through training will be reviewed at the discretion of the appropriate Program Chair.

General Education courses taken ten years ago or more will be evaluated and may not transfer. Business courses taken five years ago or more will be evaluated and may not transfer.

The facility maintains written records of previous education and training of the veteran or eligible person and indicates appropriate credit has been given for previous education and training.

Residency Requirements

Students transferring into the ASBA program may transfer up to 45 credits. Students transferring into the BSBA program may transfer up to 90 credits. A minimum of 25% of the program curriculum must be taken at NECB.

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- (2.7) 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

Individuals who have submitted an application for undergraduate admission as a degree or certificate-seeking student may request an evaluation of valuable non-college training and certifications. Non-college training includes training that is provided by organizations other than a college or university, including industry-sponsored training and industry-recognized certifications. 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.



Course Waivers (up to 12 credits)

Under certain circumstances, students' needs and program requirements differ. In such cases, a student may apply for a course waiver to take an elective in place of the requirement. This is accomplished by contacting the Registrar's Office. The request is followed up in writing to the Chief Academic Officer for approval. Once approved, the document becomes a permanent part of the student's record.



GRADING SYSTEM

Grades are based on the quality of work as shown by written tests, laboratory work, term papers, and projects as indicated on the course syllabus. Earned quality points are calculated for each course by multiplying the quality point value for the grade received for the course times the credit hour value of the course. For example, a 4.0 credit course with a grade of B would earn 12.0 quality points [credit value of course (4) times quality point value of B (3)]. The Cumulative Grade Point Average (CGPA) is calculated by dividing the total earned quality points by the total attempted credits.

Letter Code	Percentage Numerical Equivalent	Description	Included in Credits Earned	Included in Credits Attempted	Included in GPA	Points
A	94-100%	Very Good to Excellent. Comprehensive knowledge and understanding of the subject matter.	Yes	Yes	Yes	4.0
A-	90-93.9		Yes	Yes	Yes	3.7
B+	87-89.9	Good. Moderately broad knowledge and understanding of the subject matter.	Yes	Yes	Yes	3.3
B	83-86.9		Yes	Yes	Yes	3.0
B-	80-82.9		Yes	Yes	Yes	2.7
C+	77-79.9	Satisfactory. Reasonable knowledge and understanding of the subject matter.	Yes	Yes	Yes	2.3
C	73-76.9		Yes	Yes	Yes	2.0
C-	70-72.9		Yes	Yes	Yes	1.7
D (not applicable to graduate programs)	60-69.9	Marginal. Minimum knowledge and understanding of subject matter.	Yes	Yes	Yes	1.0
F	Below 60	Failing. Unacceptable level of knowledge and understanding of subject matter.	No	Yes	Yes	0.0
AU	N/A	Audit	No	No	No	0.0
I	N/A	Incomplete	No	Yes	No	0.0
P	N/A	Pass	Yes	Yes	No	0.0
NC	N/A	No Credit	No	Yes	No	0.0



PA	N/A	Pass A (Issued with credit and without quality points)	Yes	Yes	No	0.0
PB	N/A	Pass B (Issued with credit and without quality points)	Yes	Yes	No	0.0
PC	N/A	Pass C (Issued with credit and without quality points)	Yes	Yes	No	0.0
FF	N/A	Fail F (Issued with no credit and without quality points)	No	Yes	No	0.0
TC	N/A	Transfer Credit	Yes	Yes	No	0.0
W	N/A	Withdraw	No	Yes	No	0.0
WF	N/A	Withdraw Fail	No	Yes	Yes	0.0
CEHP	N/A	Comprehensive Exam High Pass	No	No	No	0.0
CEP	N/A	Comprehensive Exam Pass	No	No	No	0.0
CENP	N/A	Comprehensive Exam No Pass	No	No	No	0.0

Application of Grades and Credits

The above chart describes the impact of each grade on a student's academic progress. For calculating rate of progress (see below), grades of F (failure), W (withdrawal), and I (incomplete) are counted as hours attempted but are not counted as hours successfully completed. A grade of "W" will be assigned when written drop requests are received from the 4th day of Week 1 through Sunday of Week 5 for undergraduate and doctoral classes and from the 4th day of Week 1 through Wednesday of Week 3 for graduate classes as outlined in the withdrawal policy. Withdrawal during week five will result in the student receiving a WF in the undergraduate or doctoral program and a WF from the Thursday of Week 3 through Week 5 in the graduate program.

A grade of "W" will not be counted toward your cumulative GPA, but 100% of tuition and all applicable fees will be due.

A grade of "WF" will factor into your cumulative GPA, and 100% of tuition and all applicable fees will be due.

A student must repeat any required course in which a grade of F or W is received. Students will only be allowed to repeat courses in which they received a D or below. In the case of a D or F, the better of the two grades is calculated into the CGPA. The lower grade will include a double asterisk indicating that the course has been repeated. Both original and repeated credits will be counted as attempted credits in rate



of progress calculations. A student who repeats a course already taken at NECB will be charged at the published course rate.

Transfer credits are included in the maximum time in which to complete a program and in the rate of progress calculations but are not counted in the CGPA calculation. A grade of TC is issued for courses in which a student has earned transfer credit.

Petition for Incomplete Grade

If a student is unable to complete a course due to unforeseen circumstances beyond his/her control, a grade of "I" may be granted. The student must consult with the instructor about getting an incomplete grade for the course by the end date of the course. To receive an incomplete (I), the student must submit a Petition for Incomplete form to the Registrar's Office. This form must be obtained directly from the Registrar's Office or completed electronically on the student portal and submitted for approval for an extension to complete the required course work. The student must be passing the course at the time of petition, and must have completed a majority of the work in the course (75% or more). In addition, a final grade of "W" could not be a viable alternative. Incomplete grades that are not completed within one session or eight weeks after the end of the session for undergraduate courses and five weeks after the end of the session for graduate courses will be converted to an F and will affect the student's CGPA. NECB reserves the right, at its sole discretion, to extend the time needed to fulfill the incomplete grade.

STANDARDS OF SATISFACTORY ACADEMIC PROGRESS (SAP)

All students must maintain satisfactory academic progress in order to remain enrolled at the school. Satisfactory Academic Progress (SAP) is determined by measuring the student's cumulative grade point average (CGPA) and the student's rate of progress toward completion of an academic program. A student's SAP is measured both quantitatively and qualitatively.

Qualitative Measurement/Cumulative Grade Point Average (CGPA) Requirements

Students must meet minimum CGPA requirements at specific points during their enrollment in order to be considered making satisfactory academic progress. These requirements are noted in the tables below.

These will be reviewed at the end of each undergraduate, master's, or doctoral semester after grades have been posted to determine if the student's CGPA is in compliance. Once a student reaches a review point, they must maintain the minimum CGPA for that level at the end of each grading period until such time as they reach the next level of review.

Undergraduate Certificate Programs

Number of Credits Attempted at Evaluation Point	Minimum CGPA Required (Evaluation points: at the end of each semester)
0-3 credits	1.0
4-12 credits	1.5
13-30 credits	2.0



Associate's Degree Program

Number of Credits Attempted at Evaluation Point	Minimum CGPA Required (Evaluation points: at the end of each semester)
0-3 credits	1.0
4-18 credits	1.25
19-30 credits	1.50
31-45 credits	1.75
46-90 credits	2.0

Bachelor's Degree Programs

Number of Credits Attempted at Evaluation Point	Minimum CGPA Required (Evaluation points: at the end of each semester)
0-3 credits	1.0
4-28 credits	1.25
29-51 credits	1.50
52-90 credits	1.75
91-180 credits	2.0

Master's Degree Programs, Master's Level Certificates, and Doctoral Programs

Number of Credits Attempted at Evaluation Point	Minimum CGPA Required (Evaluation points: at the end of each semester)
Duration of Program	2.7

*Credits earned at other institutions, which have been accepted as transfer credit by New England College of Business and Finance, must be included when evaluating the student's academic progress.

Length of Programs

Associate Degree Program – Length of Program

The Associate Degree program requires 61 credits. The Program is designed to be completed by students attending full time in two (2) years or 12 eight week sessions. To meet the 150% rule, the program must be completed within 90 attempted credits, approximately three (3) academic years or eighteen (18) sessions. Given that NECB students are working adults, the normal program completion is three (3) years or 18 eight week sessions. Students attending less than full time will be required to complete the program within 90 attempted credits in order to meet the 150% rule.

Bachelor Degree Program – Length of Program

The Bachelor Degree program requires 121 credits and is designed so that it can be completed in four (4) years or twenty four (24) sessions. Given that NECB 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 – Length of Program

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% timeframe. 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

In order to maintain SAP (Student Academic Progress) and complete their program in the maximum allowable time, all students must successfully earn 67% of their attempted credits each academic year. Courses which have received a grade of W or I, are included as attempted credits. Repeat courses are included only if the credit for the course was not earned when taken previously. Students are evaluated at the end of each semester to ensure that the ratio of the number of earned credits, when compared to the number of credits attempted, meets SAP Standards.

Warning and Probation

Students will be placed on Warning the first semester in which the CGPA or the rate of SAP falls below the values specified in the tables above. At the end of the next semester, the student will be removed from Warning and returned to regular status if they meet or exceed the minimum standards. If the student does not meet or exceed the minimum standards after one semester on Warning status, they will be dismissed from the College and may appeal to be readmitted for a probationary period. A student whose appeal is approved will be put on probation and be given an academic plan to follow. If a student fails to meet the conditions of the academic plan, he or she will be dismissed from the program.

If at any point it can be determined that it is mathematically impossible for the student to meet the minimum SAP requirements, the student will be advised and may be dismissed from the program.

Notification of academic dismissal will be provided to the student in writing. The Conduct Policy section of this Catalog describes other circumstances that could lead to student dismissal for non-academic reasons. As a dismissed student, a tuition refund may be due in accordance with the institution's stated refund policy.

Students in a probationary period must participate in academic advising as deemed necessary by the College as a condition of their academic monitoring plan. The institution reserves the right to place students on or remove them from academic monitoring plans based on their academic performance, notwithstanding these published standards. Students who fail to comply with these requirements may be



subject to dismissal even though their CGPA or rate of progress may be above the dismissal levels. An Academic Monitoring Plan is created by the College, with the Student, to serve as a roadmap to guide the student towards meeting SAP goals, as outlined in the Academic Monitoring Plan.

Appeal Process

A student who has been academically dismissed may appeal the determination if special or mitigating circumstances exist. Possible mitigating circumstances that may adversely affect a student's effort to maintain satisfactory academic progress might include the death of an immediate family member, an ailment requiring hospital care, a disability that was not identified, a catastrophic event caused by nature, or an emergency family situation. Any appeal must be in writing and must be submitted to the Dean of Undergraduate Studies at the undergraduate level and the Chief Academic Officer at the Master's or Doctoral level. Students have 10 business days from their dismissal to submit an appeal, and upon receipt, the college will respond within 10 business days. The student should explain what type of circumstances contributed to the academic problem and what plans the student has to eliminate those potential problems in the future. The decision of the Dean of Undergraduate Studies at the undergraduate level and the Chief Academic Officer at the Master's or Doctoral level is final and may not be further appealed.

Reinstatement Process

A student who has been administratively withdrawn 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.

The decision regarding readmission will be based upon factors such as grades, attendance, student account balance, conduct and the student's commitment to complete the program. Dismissed students who are readmitted may be required to sign a new Application and will be charged tuition and fees consistent with the existing published rate. Students may be required to take or repeat certain courses and may have restrictions as to how many credits they may take in any given term.

Awarding of Posthumous Degrees

A request to award a student's degree posthumously may be made to the Chief Academic Officer by a member of the deceased student's family, college administration, or college faculty members. The Chief Academic Officer will review the request and make a recommendation to the President. The President will then render a final decision. In order for a student to be eligible for the posthumous degree, the following conditions must have been met:

- Associate degree students should be within 16 credits of completion, Bachelor degree students should be within 31 credits of completion, Master degree students should be within 9 credits of completion, and Doctoral students should be within 15 credits of completion.
- The student must have been enrolled in good overall standing at the college at the time of death.

If the student's family desires, the student's name will appear in the college's graduation program, and the student will be recognized during the college's graduation ceremony. The student's family will be presented with the student's diploma.



ACADEMIC HONESTY AND CODES OF CONDUCT

Academic Honesty and Integrity Policy

At New England College of Business and Finance, 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 reserves the right to utilize 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 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

The College has identified three levels of violation:

1. This first level offense is mostly due to negligence, confusion and/or poor communication between the instructor and class and thus is an unintentional violation of the class rules on collaboration. Penalty: The instructor will set the penalty, discuss it with the student, and the penalty will be documented in the official student record.



2. This second-level offense is a deliberate failure to comply with assignment directions, some conspiracy and/or intent to deceive, e.g., use of the Internet when prohibited, some fabricated endnotes or data, copying answers from another student. Penalty: The student will fail the course, will be required to meet with the Dean of Undergraduate Studies or the Graduate Program Chair, and the penalty will be documented in the official student record.
3. This third level offense involves significant premeditation; conspiracy and/or intent to deceive, e.g., purchasing a research paper. Penalty: The student will fail the course and will be suspended or expelled from the program by the Chief Academic Officer if the student is found responsible by the instructor, program chair and the Dean of Undergraduate Studies if an undergraduate student and by the instructor, program chair and the Chief Academic Officer if a graduate student. The penalty will be documented in the official student record.

NECB 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 NECB 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

Respect Copyrights

<http://respectcopyrights.org/>

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

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



Student Code of Conduct Policy

Each student must conduct himself or herself in accordance with the College's rules, regulations, policies and procedures. A student who engages on or off NECB premises, off-site course locations, or in any aspect of the College's environment, whether in e-mails, the online course environment or phone conversations, in any of the following types of misconduct will be subject to official disciplinary action by NECB, which may include, without limitation, the suspension and/or termination from one or more courses in which the student is enrolled or the student's entire academic degree program of study at NECB and the referral to the proper authorities if necessary:

- a. Verbal or physical abuse, intimidation or harassment of another person or group of persons, including but not limited to harassment based on race, religion, color, age, sex, sexual orientation, national origin, disability, gender or any other protected status.
- b. Failure to behave in a manner that reflects favorably upon the student's association with the College including but not limited to the use of offensive and/or inappropriate language inconsistent with the NECB Netiquette Policy.
- c. Obscene, indecent or inconsiderate behavior, insubordinate behavior towards any College official, faculty member or fellow student, exposure of others to offensive conditions, disregard for the privacy of self or others.
- d. Falsification of any information on his or her Application, Enrollment Agreement or any other documentation that the student provides to the College, including without limitation, his or her educational or financial status.
- e. Dishonesty, including, without limitation, providing false information, alteration or misuse of documents, plagiarism, self-plagiarism or other academic cheating, impersonation, misrepresentations, or fraud inconsistent with the NECB official Academic Honesty & Integrity Policy.
- f. Failure to exhibit good citizenship and respect for the community and other persons.

Failure to strictly adhere to any term, provision, requirement, policy or procedure stated in this Catalog, the student's Application, Enrollment Agreement, Registration Form, or any College policies and procedures.

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 NECB 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 NECB.

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



Software Code of Ethics

Unauthorized duplication of copyrighted computer software violates the law and is contrary to New England College of Business and Finance'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 NECB program, a student is expected to engage in their NECB 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

NECB 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 NECB. 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.

NECB faculty members post weekly attendance in all classes. Faculty members report attendance for the previous week by each Monday morning of the course session, marking a student as absent or present.

Students who are registered for a course must officially withdraw from the course within the first three days of the session if they do not plan on continuing in the course. Students who withdraw from the course after the third day (Wednesday) will be subject to partial or full tuition charges as outlined in the College's Withdrawal Policy. NECB's add/drop and withdrawal policies are located on NECB's website, Academic Catalog and Student Handbook and should be reviewed for further information.

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, NECB 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 NECB in accordance with NECB's Reasonable Accommodations Policy. NECB 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

NECB provides information technology resources to a number of faculty, staff, and students. As members of NECB 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.

NECB's information technology resources are intended to support NECB educational programs. All members of the NECB community who use information technology (i.e., computing and network) resources are responsible for the integrity of those resources. NECB information technology resources are to be used in a manner that is consistent with the instructional, research, and administrative objectives of NECB, including use for study, instruction, research, the discharge of official NECB business, and other NECB sanctioned activities. Any use of NECB 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 NECB community. Users of these resources are expected to act responsibly to maintain the integrity of the College information technology resources.

In no event shall NECB 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. NECB reserves the right to remove user access to information technology resources to prevent further unauthorized activity as specified in this document.

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 Chief Academic Officer.
- 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 Chief Academic Officer 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 Chief Academic Officer. 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

- 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.

- 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.

Any student who is terminated from his or her program of study at NECB for violating this Student Code of Conduct may petition the Dean of Undergraduate Studies at the undergraduate level or the Chief Academic Officer 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 College of Business and Finance. The decision will be final and binding on the student.

REASONABLE ACCOMMODATIONS POLICY – INDIVIDUALS WITH DISABILITIES

NECB does not discriminate against individuals on the basis of physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant program, benefit, or service provided by NECB. To request an auxiliary aid or service, students must send the request in writing to the Registrar at NECB, 111 Devonshire Street, Suite 200, Boston, MA 02109, or email registrar@necb.edu.



Individuals requesting an auxiliary aid or service will need to complete an Application for Auxiliary Aid. To enable NECB to timely provide an auxiliary aid or service, NECB requests that individuals complete and submit the Application for Auxiliary Aid six weeks before the first day of classes, or as soon as practicable. Disagreements regarding an appropriate auxiliary aid and alleged violations of this policy may be raised pursuant to NECB's grievance procedures.

TERMINATION POLICY

NECB reserves the right to dismiss a student for any of the following reasons: failure to maintain satisfactory academic progress; failure to pay college fees and/or tuition by applicable deadlines; disruptive behavior; posing a danger to the health or welfare of students or other members of the NECB community; failure to comply with the policies and procedures of NECB; or failure to notify the college of absenteeism in excess of 21 days. Any unpaid balance for tuition, fees, and supplies becomes due and payable immediately upon a student's dismissal from the school.

Any student who is terminated from his or her program of study at the College may petition the Dean of Undergraduate Studies at the undergraduate level, or the Chief Academic Officer at the graduate level, for readmission into a program of study after waiting one full year from the term 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, though the letter may be transmitted via email. The determination of whether to readmit the student will be based on the student's written petition and will be made at the sole discretion of NECB. The decision will be final and binding on the student.

COURSE CODE AND COURSE NUMBERING SYSTEM

NECB 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	Four Letter Course Code
Accounting	GACC
Corporate Finance	GFIN
Principles of Management	GMGM
Survey of Economics	GECO
Statistics	GMAT
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
Doctor of Business Administration in Quality Systems Management	DBA, DOC, QSM, SSM

GRADUATION

GRADUATION REQUIREMENTS

In order to graduate from New England College of Business and Finance, a student must meet the following requirements:

- earn a minimum of a 2.0 CGPA (Associate / Bachelor Degree Programs);
- earn a minimum of a 2.7 CGPA (Graduate Degree Programs);
- successfully complete all program requirements; and,
- be current on all financial obligations.

Commencement exercises are held in May or June of each year. Any student who has met the requirements to complete his or her program during the period specified in the Petition to Graduate is eligible to participate in the graduation ceremony by completing the petition and submitting the fee.

Award of a certificate or diploma indicates that all academic requirements for said program have been achieved by the student. In addition, such award also signifies that the student has resolved any financial accounts with the institution and that no monies are owed at the time of issuance of the diploma or certificate. In certain cases, at the sole discretion of the College, a student may be enabled to receive their certificate or diploma with a balance due to the College. In such cases, the student may be asked to take subsequent and reasonable measures to resolve such balance and, failure to do so may result in a revocation of the certificate or diploma and withholding of official transcripts until such balance is resolved.

Graduation from Undergraduate Degree Programs

A \$100 petition to graduate fee is charged. Petitions to graduate forms can be completed through the student portal. A cap and gown fee is also charged if the student elects to participate in the graduation ceremony. This rate is published in the Petition of Graduation Announcement each year. Diplomas are mailed after graduation, once the Registrar clears the students' academic and financial records.

Graduation from Graduate Degree Programs

A \$100 petition to graduate fee is charged. Petitions to graduate forms can be completed through the student portal. A cap and gown fee is also charged if the student elects to participate in the graduation



ceremony. This rate is published in the Petition of Graduation Announcement each year. Diplomas are mailed after graduation, once the Registrar clears the students' academic and financial records.

Professional Development and Graduate Certificate Programs

Students completing Professional Development or Graduate Certificates must complete the Petition to Graduate through the student portal. A \$100 petition to graduate fee is required to process certificates, which are mailed out of the Registrar's office in January, May, and September. Certificate students who wish to participate in the June graduation ceremony may do so by indicating such on their Certificate Completion form. A cap and gown fee is also charged if the student elects to participate in the graduation ceremony.

HONORS AND AWARDS

At the undergraduate Associate degree level, students who have achieved the following Cumulative Grade Point Averages will graduate with the following honors:

- 3.85 or higher CGPA Highest Honors
- 3.75 to 3.84 CGPA High Honors
- 3.60 to 3.74 CGPA Honors

At the undergraduate Bachelor degree level, students who have achieved the following Cumulative Grade Point Averages will graduate with the following honors:

- 3.85 or higher CGPA Summa Cum Laude
- 3.75 to 3.84 CGPA Magna Cum Laude
- 3.60 to 3.74 CGPA Cum Laude

At the Master's degree level, students who have achieved the following Cumulative Grade Point Average or higher will graduate with the following honors:

- 3.95 or higher CGPA With Distinction

At the Doctoral degree level, students who have achieved the following Cumulative Grade Point Average or higher will graduate with the following honors:

- 3.95 or higher CGPA with Distinction

Academic Awards

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

1. NECB 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 College of Business eLibrary Award for Research



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

Purpose:

The purpose of the NECB 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 NECB 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:

NECB faculty nominate students by emailing the NECB librarian, Jeff Cronin, at Jeff.Cronin@necb.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 NECB 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.



3. NECB Outstanding Faculty Award

Presented annually to a member of New England College of Business and Finance faculty for one or more of the following:

- Innovative contribution to curriculum or teaching methods
- Effective teaching skills
- Student development assistance outside of the classroom
- Ability to engage students in their learning

The recipient must be in active status and have at least two years of continuous teaching service at NECB (teaching two sessions per year satisfies this requirement). Written nominations/recommendations for this award are solicited annually from the college community: students, graduates, governance, administrators, and others.)

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 NECB's library services. For those courses that require traditional textbooks, students can order their books through NECB's virtual bookstore where print copies and eBooks are available for purchase. NECB'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

Internet: www.NECBbookstore.com

To ensure that students obtain correct materials and texts required for their courses, NECB students should use NECB's virtual bookstore or obtain the ISBN number and use those to purchase all books and materials. Check www.NECBbookstore.com for more details. For companies that pay for students' textbooks please contact financialaid@necb.edu to request a Book Voucher.

eLIBRARY

NECB 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 NECB 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

NECB 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.

CAMPUS SECURITY: REPORTING CRIMINAL ACTIVITY

Should one have cause to report an emergency criminal activity, individuals should immediately dial 911 directly to report the incident to the local police. Non-emergency criminal activity should be reported directly to NECB. The main campus phone number is 617-603-6900. Advise the receptionist you have a crime to report and she will direct you to the Chief Operating Officer or other campus administrator.

Reporting the Annual Disclosure of Crime Statistics

New England College of Business and Finance (NECB) is committed to the safety of its learning community. Campus Safety Policies and Procedures are provided in a crime report which is prepared by the office of the Chief Operating Officer at New England College of Business and Finance. This report is prepared to comply with the Jeanine Clery Disclosure of Campus Security Policy and Crime Statistics Act. Each year Campus Crime Report notification is e-mailed to all enrolled students, faculty, and staff providing information about accessing this report on our website (www.necb.edu). The most recent campus security report can be found at <http://www.necb.edu/document-loader.cfm?DOCID=4&CMPID=55> For further information, please contact the NECB Chief Operating Officer.

DRUG AND ALCOHOL FREE ENVIRONMENT

As a matter of policy, NECB prohibits the unlawful manufacture, possession, use, sale, dispensation, or distribution of controlled substances and the possession or use of alcohol by students and employees on its property and at any school activity. Any violation of these policies will result in appropriate disciplinary



actions up to and including expulsion in the case of students and termination in the case of employees, even for a first offense. Violations of the law will also be referred to the appropriate law enforcement authorities. Students or employees may also be referred to abuse help centers. If such a referral is made, continued enrollment will be subject to the successful completion of any prescribed counseling or treatment program.

Drug and Alcohol Usage Statement

This statement is provided to students, faculty, and staff as part of NECB's compliance with the Drug-Free Schools and Communities Act Amendments of 1989. Faculty, staff, and students who receive funding and other support such as grants, contracts, and certain financial assistance from the federal government may be subject to additional restrictions imposed upon them by the Drug-Free Workplace Act.

In accordance with the requirements of the Drug-Free Workplace Act, as a condition of employment, any employee who is engaged in the performance of work under a federal grant or contract must notify the College if he or she is convicted of violating any criminal drug statute for activities done in the workplace not later than ten days after conviction; students who receive Pell and certain other federal grants are subject to similar conditions and must report any conviction of a drug-related offense to the U.S. Department of Education within ten days of the conviction if the offense occurred during the period covered by the grant.

Drug and Alcohol Usage Policy

As a matter of policy, NECB prohibits the unlawful manufacture, possession, use, sale, dispensation, or distribution of controlled substances and the possession or use of alcohol by students and employees on its property and at any school activity. Any violation of these policies will result in appropriate disciplinary actions up to and including expulsion in the case of students and termination in the case of employees, even for a first offense. Violations of the law will also be referred to the appropriate law enforcement authorities. Students or employees may also be referred to abuse help centers. If such a referral is made, continued enrollment will be subject to the successful completion of any prescribed counseling or treatment program.

Disciplinary Sanctions

NECB will impose disciplinary sanctions on students and employees who violate the College's Drug and Alcohol Usage Policy and/or standards of conduct. In addition, students or employees who violate public law may be subject to criminal prosecution. The conviction may result in fines, imprisonment, and revocation or loss of eligibility to receive federal funding (such as grants and financial assistance) and other privileges. University-imposed discipline may include sanctions up to and including expulsion of a student or termination of employment, in addition to referral for criminal prosecution. Disciplinary sanctions may include participation in a treatment, counseling, or other approved rehabilitation program.

State and Federal Laws and Sanctions Concerning Drugs and Alcohol

In addition to disciplinary sanctions imposed by the College, all students, faculty, and staff should be aware that federal, state, and some local laws treat illegal use, possession, sale, distribution, or manufacture of



drugs or alcohol as serious crimes. A conviction can lead to imprisonment, fines, and assigned community service. Courts do not lift prison sentences in order to allow convicted persons to attend college or continue their jobs. Felony and certain other convictions can prevent you from entering many fields of employment or professions and may have to be listed on applications for employment or admission to graduate or professional schools.

Many cities and towns in Massachusetts, including Boston, have local ordinances and regulations which prohibit public consumption of alcoholic beverages on private property without the owner's consent. The Metropolitan District Commission also prohibits public consumption of alcohol in its parks. Similar laws and regulations apply in most other states and in many localities.

Massachusetts laws punish sale or delivery of alcoholic beverage to persons under twenty-one with a fine of up to \$2,000 and six months imprisonment, or both. Misrepresenting one's age or falsifying an identification to obtain alcoholic beverages is punishable by a fine of \$300. First conviction of driving under the influence of alcohol has a penalty of a \$500–\$5,000 fine, a one-year revocation of driver's license, up to two and a half years in prison, and mandatory alcohol rehabilitation.

Massachusetts has criminal penalties for use of controlled substances, or drugs, with penalties varying with the type of drug. In general, the use of narcotic and addictive drugs, and drugs with high potential for abuse have heavier penalties.

Possession of controlled drugs is illegal without valid authorization. While penalties for possession are generally not as great as for the manufacture and distribution of drugs, possession of a relatively large quantity may be considered distribution. Under both state and federal laws, penalties for possession, manufacture, and distribution are much greater for second and subsequent convictions. Many laws dictate mandatory prison terms and the full minimum term must be served.

Massachusetts makes it illegal to be in a place where heroin is kept and to be “in the company” of a person known to possess heroin. Anyone in the presence of heroin at a private party or in a dormitory suite risks a serious drug conviction. Sale and possession of “drug paraphernalia” are illegal in Massachusetts. Under federal laws and some state laws, participation in drug-related criminal activity can result in seizure or forfeiture of personal property and other assets utilized in conjunction with or stemming from the proceeds of the illegal activity. In addition, conviction of a drug-related offense may entail civil fines and denial or revocation of certain licenses and benefits.

Persons convicted of drug possession under state or federal laws are ineligible for federal student grants and loans or for participation in federally sponsored research grants or contracts for up to one year after the first conviction, and up to five years after the second; the penalty for distributing drugs is loss of benefits for five years after the first conviction, for ten years after the second, permanently after the third.*

Under federal law, the distribution of drugs to a person under age twenty-one is punishable by twice the normal penalty, i.e., a mandatory one-year prison term; a third conviction is punishable by mandatory life imprisonment. These penalties apply to distribution of drugs in or within 1,000 feet of a college or school.



Federal law sets greatly heightened prison sentences for manufacture and distribution of drugs if death or serious injury results from use of the substance.

Effects of Drug and Alcohol Usage

Effects of Drug and Alcohol Usage and Drug and Alcohol Treatment Centers may be accessed via the following web link: <http://www.necb.edu/consumer-information/policies-disclosures>

NON-DISCRIMINATION POLICY

It is the policy of NECB to provide equal opportunity for all students and applicants for admission.

NECB admits students without regard to race, gender, sexual orientation, religion, creed, color, national origin, ancestry, marital status, age, disability, or any other factor prohibited by law. No person will be subject to discrimination on the basis of age, race, color, national origin, sex, or disability in the administration of any educational program or activity, including participation in, receiving the benefits of, admission to, or enrollment in such programs and activities. The following person has been designate to handle all inquiries regarding the College's nondiscrimination policies.

STATEMENT OF POLICY ADDRESSING SEX OFFENDER REGISTRATION

The Federal Campus Sex Crimes Prevention Act requires colleges and universities to issue a statement advising the campus community where state law enforcement agency information concerning registered sex offenders may be obtained. The Act also mandates that sex offenders who are already required to register in a state to provide notice of each institution of higher education in that state at which the offender is employed or is a student. To learn the identity of registered sex offenders on or near a campus, or anywhere in the United States, visit the Sex Offender databases at <http://www.sexoffender.com> and <http://nsopr.gov>. You can search by city, county, or zip code. This information is collected by other agencies and this institution cannot guarantee this information is correct or complete. The information provided here is intended to be in compliance with the Campus Security Act and for campus safety purposes only. It should not be used to intimidate, threaten or harass. Misuses of this information may result in prosecution.

SEXUAL ASSAULT POLICY

"Sexual assault" includes any action causing another to engage in sexual relations by force, threat, or duress in violation of Chapter 209A or chapter 265 of the General Laws, or any other applicable law of the Commonwealth.

NECB does not tolerate sexual assault in any form. It is important for all members of the community to know that anyone can be a victim or perpetrator of sexual assault. It is therefore extremely important to know that the campus sexual assault policy applies to all registered students and all faculty, staff, student assistants, graduate assistants, teaching associates, temporary employees or anyone affiliated with NECB.



Allegations of sexual assault will be taken seriously. Where there is reason to believe that a crime has been committed or College regulations prohibiting sexual assault have been violated, the College will pursue criminal charges and strong disciplinary action.

STUDENT RECORDS ACCESS AND RELEASE (FERPA)

NECB has established a policy for the release of and access to records containing information about a student.

1. Each student enrolled at NECB shall have the right to inspect and review the contents of his/her education records, including grades, records of attendance and other information. Students are not entitled to inspect and review financial records of their parents. Parental access to a student's records will be allowed without prior consent if the student is a dependent as defined in Section 152 of the Internal Revenue Code of 1986.
2. A student's education records are defined as files, materials, or documents, including those in electronic format, that contain information directly related to the student and are maintained by the institution, except as provided by law. Access to a student's education records is afforded to school officials who have a legitimate educational interest in the records, such as for purposes of recording grades, attendance, and advising, and determining financial program eligibility.
3. Students may request a review of their education records by submitting a written request to the Registrar. The review will be allowed during regular school hours under appropriate supervision.
4. Students may request that the institution amend any of their education records, if they believe the record contains information that is inaccurate, misleading or in violation of their privacy rights. The request for change must be made in writing and delivered to the Registrar, with the reason for the requested change stated fully. Grades and course evaluations can be challenged only on the grounds that they are improperly recorded. The instructor or staff member involved will review the request, if necessary meet with the student, and then determine whether to retain, change, or delete the disputed data. If a student requests a further review, the Chief Academic Officer may conduct a hearing, giving the student an opportunity to present evidence relevant to the disputed issues. The student will be notified of the Chief Academic Officer's decision, which will be the final decision of the school. Copies of student challenges and any written explanations regarding the contents of the student's record will be retained as part of the student's permanent record.
5. Directory information is information on a student that the school may release to third parties without the consent of the student. NECB has defined directory information as the student's name, address(es), telephone number(s), e-mail address, birth date and place, program undertaken, dates of attendance, honors and awards, and credential awarded. If a student does not want some or all of his or her directory information to be released to third parties without the student's consent, the student must present such a request in writing to the Registrar within 10 days after the date of the student's initial enrollment or by such later date as the institution may specify.



6. NECB may share relevant information with any third parties that are required for the college to obtain payment according to the terms of the payment option selected by the student. This may include, but is not limited to, enrollment status, final grades, and/or tuition and fees charges.
7. The written consent of the student is required before personally identifiable information from education records of that student may be released to a third party, except for those disclosures referenced above, disclosures to accrediting commissions and government agencies, and other disclosures permitted by law.

A student who believes that NECB has violated his or her rights concerning the release of or access to his or her records may file a complaint with the U.S. Department of Education at: 400 Maryland Avenue, S.W., Washington, DC 20202.



STUDENT SERVICES

NECB STUDENT CHARACTERISTICS

The majority of students at NECB range in age between 25 and 44 years of age with a larger percentage of females than males. They are typically working adults who balance work, families, and school. Approximately 95% of NECB's student body is matriculated into an undergraduate or graduate degree program or a certificate program. Those who do not matriculate take single courses to brush up on skills and to remain current in business trends.

OFFICE OF STUDENT ADVISING

Students seek help and advice during their education for many reasons. At NECB, the student comes first. Every effort is made to develop a relationship with the student body so individuals feel comfortable in requesting and receiving assistance.

NECB's Office of Student Advising is located at 111 Devonshire Street, Suite 200, Boston, MA, 02109. The Dean of Students oversees this department. Services include:

- Academic Advising
- Online Tutoring Services
- Online Career Advising Services

Students may use online tutoring services if they would like tutoring assistance in a particular subject matter area. NECB Office of Student Advising receives notice whenever student's usage exceeds 7 hours of usage per month, which allows Student Advising to identify students who may potentially need additional faculty support. An ad hoc team comprised of program chairs and faculty may provide such support to these students.

STUDENT INPUT

At the end of each course, students are invited to provide feedback to the College through the end-of-course student surveys. In this way, students can provide both the staff and faculty with valuable insights into the curricula and instruction. Moreover, students are encouraged to present suggestions regarding instruction at any time to the administration. Also, the staff maintains an open door policy for students who would like to speak to someone regarding their educational experience.

Students may also be invited to participate in a variety of surveys, focus groups or one-on-one interviews during the course of their undergraduate or graduate degree program to discuss program satisfaction, student services or overall satisfaction with NECB.



NECB ACADEMIC CALENDAR AND HOLIDAYS/OBSERVANCES

2020 Academic Calendar

Undergraduate (UG) Programs and Undergraduate Level Certificates

Undergraduate Schedule: Courses are eight weeks in length, ending on Thursday of Week Eight.

Monthly Starts 2020	Start Date	End Date
UG Spring Session 1	January 6	February 28
UG Spring Session 2	March 2	April 24
Doctoral Session 3 & UG Summer Session 1	April 27	June 19
Doctoral Session 4 & UG Summer Session 2	July 6	August 28
Doctoral Session 5 & UG Fall Session 1	August 31	October 23
Doctoral Session 6 & UG Fall Session 2	October 26	December 25

2020 Academic Calendar

Master's Programs and Master's Level Certificates

Master's Schedule: Courses are five weeks in length, ending on Sunday of Week Five.

Session	2020 Course Schedule	2020 Weeks Off
Session 1	January 6- February 10	February 11- February 16
Session 2	February 17- March 23	March 24- March 29
Session 3	March 30- May 4	May 5- May 10
Session 4	May 11- June 15	June 16- July 5
<i>Three-week summer break</i>		
Session 5	July 6- August 9	August 10- August 16
Session 6	August 17- September 21	September 22- September 27
Session 7	September 28- November 2	November 3- November 8
Session 8	November 9- December 14	December 15- January 2021
<i>Three-week winter break</i>		



2020 Academic Calendar

Doctoral Courses

Doctoral Courses: Courses are ten weeks in length, ending on Sunday of Week ten.

2020 Course Schedule	
DBA Session 1	January 6- March 15
DBA Session 2	March 30- June 7
DBA Session 3	July 6- September 13
DBA Session 4	September 28- December 6
2021 Course Schedule	
DBA Session 1	January 4- March 14
DBA Session 2	March 29- June 6
DBA Session 3	July 5- September 12
DBA Session 4	September 27- December 5

2020-2021 Academic Calendar

Doctoral Dissertation Courses 905, 910, 920 Only

Courses are 20 weeks in length.

2020- 2021 Course Schedule			
DSS Term 1	January 6- June 7, 2020	DSS Term 3	July 6-December 6, 2020
DSS Term 2	March 30- September 13, 2020	DSS Term 4	September 28, 2020-March 14, 2021
DSS Term 1	January 4- June 6, 2020	DSS Term 3	July 5-December 5, 2020
DSS Term 2	March 29- September 12, 2021	DSS Term 4	September 27-March 13, 2021

2020 NECB Holidays and Observances

***The NECB offices are closed, but classes continue regardless of the holiday schedule.**

January 1 - New Year's Day	November 26 – Thanksgiving Day
January 20 – Martin Luther King Day	November 27 – Thanksgiving Holiday
May 25 – Memorial Day	December 24 – Christmas Eve
July 4 – Independence Day	December 25 – Christmas Holiday
September 7 – Labor Day	December 31 – New Year's Eve

