Master of Science in Management
Banking & Financial Management  Online

amazeyourself transformyourworld
President of New England College
Michele Perkins, Ed.D.
addresses the graduating class of 2010
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Banks and other financial institutions now know that they must view themselves as not only agents in the monetary system, but as providers of customer service as well. Leaders in financial institutions are now looking inward at their companies’ strengths and weaknesses to learn how to position themselves for maximizing opportunities and minimizing threats in their environment. “Tomorrow’s Bank” must be able to provide a wide range of financial services to both individuals and to businesses to ensure competitiveness and sustainability, including retail and merchant banking, finance houses, and trust and investment services.

Typical industry-wide weaknesses, such as bureaucracy, insufficient communications, and ineffective training must be overcome by taking hold of opportunities in the regional, segment, and niche markets. The demand for qualified financial managers who are able to lead their organizations to this new level has dramatically increased. Highly qualified managers will have a combination of technical and managerial skills obtained through experience and a graduate degree in their field.

The New England College (NEC) Master of Science in Management – Banking & Financial Management (MSBFM) online program is designed to respond to the emergence of these new business requirements by offering financial professionals the tools to lead their institutions into the future. By focusing on knowledge specific to banking and financial management, NEC’s MSBFM program more accurately targets students’ needs than a general MBA degree.

I look forward to welcoming you to New England College.

Sincerely,

Nelly Lejter, Ph.D.
Dean of Graduate and Professional Studies
New England College
School of Graduate and Professional Studies
A master’s degree in banking and financial management can start you down the path towards improving financial operations and management strategy.

The New England College Master of Science in Management – Banking & Financial Management (MSBFM) online program is designed to prepare you to face increased challenges in today’s competitive global economy. Leadership skills in organizational management, project management, ethics, accounting and finance, and strategic planning and policy are presented. This program examines principles of finance and insurance, quality analysis for technology, global operations management, and financial management.

“The instructors are always present in class and ready to answer questions at anytime. They provided me with good assistance to ensure my success. They have the knowledge and understand the subjects in question.”

Boniface Egbodion, MSBFM Online Student

Online, Convenient, Flexible

The MSBFM online program consists of nine courses for a total of 36 credit hours. To complete the program in less than two years you will take two online, seven-week courses per semester, focusing on one course at a time. This course delivery method is specifically designed for working professionals like you to make the most efficient use of your time and to optimize your learning experience.

You can start the program six times per year in spring, summer, or fall.
Learning Outcomes

Find out for yourself how New England College’s quality curriculum can enrich your career.

New England College’s Master of Science in Management – Banking & Financial Management (MSBFM) online 36 credit hour program provides students with the opportunity to acquire the skills required of a leader in the discipline of financial and banking services management. Financial statement, investment, and capital strategy analysis; merger and acquisition processes; buyout transactions; and the role of leadership in the dynamic world of financial services are some of the topics included with the banking and financial management professional in mind.

An examination of strategic panning and policy, managerial accounting and finance, and project management address important leadership skills that can help you lead your team, run your financial consulting firm, or qualify for a senior management position.

This program includes an examination of strategic planning & policy, managerial accounting and finance for leadership, and project management. The MSBFM degree will provide you with the knowledge to lead your team, run your financial consulting firm, or move into senior management.
NEC’s curriculum provides a way for students to achieve their cherished lifelong learning goals.

The Master of Science in Management – Banking & Financial Management online program consists of nine courses for a total of 36 credit hours. You will begin the program with core courses and then progress into the concentration courses that delve further into your area of interest. At the end of the program, you will use the skills presented during the program in a practical problem-solving capstone Project.

Below is a list of the core courses, concentration courses, and the capstone project.

**Organization Management and Leadership – 4 credits**
This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them to analyze the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine effective leadership models. Topics include the evolution of leadership; the roles of strategy and vision in transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations, and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

**Managing Projects in Organizations – 4 credits**
This course presents an overview of managing a project from start to finish. Students will examine project organizational structure, work breakdown, scheduling, budgeting, costing, resource allocation, and human resource considerations throughout the project process. Topics include the management of human resources and team building; planning and control; scope management; time and cost management; quality and risk management; and technical tools, including GANTT and PERT charting.

**Professional and Organizational Ethics: A Global Perspective – 4 credits**
This course explores and analyzes the relationships among stakeholders in business and the global economy. The moral implications of organizations and decisions are explored. Included are social effects and the tension that exists between achieving desirable outcomes and attending to the means by which they are achieved. Topics include theories of morality; analysis of ethical decision-making; interaction and conflicts among personal, professional, and organizational values; the effect of cultural diversity on individual and group values; current issues related to the “flattening” of the business environment; and the impact of ethical considerations on the responsible achievement of business goals. The roles of individual and collective choice in the management of competitive environments and organizational positions on contemporary moral issues are also examined.

**Managerial Accounting and Finance for Leadership – 4 credits**
This course equips students to more effectively and ethically lead and influence in situations where financial issues play a key role, with particular attention to public fiscal management. This course serves as an introduction to the concepts and principles of financial management and managerial accounting, focusing on the development and use of budgets for planning and control, demonstrating accountability, and establishing priorities within an organization. Students will explore the tools and techniques available to maximize the use of scarce resources, as well as the implications of public funding and cost accounting for programs and initiatives within the organization.

**Strategic Planning and Policy – 4 credits**
This course will examine the process of strategic planning. Organizations are undergoing a series of revolutionary changes, including vertical integration, horizontal consolidation, strategic alliances, joint ventures, entrepreneurial startups, and development of
Course Curriculum

specialized niche networks. This course will critically examine these changes and discuss the various strategic decisions and managerial skills needed to confront them in a variety of forms. The primary focus of the course is on the strategy of the business unit - the foundational level for competitive analysis - and an analysis of the issues central to the firm’s short-term and long-term competitive success. Using a combination of case studies and industry field research, students will assume the roles of key decision-makers and/or advisors in analyzing these issues and offering recommendations for strategic change.

Principles of Finance and Insurance – 4 credits
This course incorporates managerial finance and concepts of insurance. Topics include the nature of risks; types of insurance carriers and markets, insurance contracts and policies; property and casualty coverages; life and health insurance; and government regulations. The functions of underwriting, setting premiums, risk analysis, loss prevention, and financial administration of carriers are emphasized.

Quality Analysis for Technology – 4 credits
This course focuses on the tools required to create a total quality work environment. Emphasis is on improving leadership abilities, employee involvement/teamwork, and initiating performance management techniques to measure progress. Troubleshooting techniques are discussed to assist when a team is at an impasse. Quantifiable processes are introduced to measure performance viability of different processes through statistical quality controls, including ISO 9000, 9001, 9002, from a managerial perspective.

Managing Global Operations – 4 credits
This course address issues and problems related to managing global operations and current practices. Topics include international operations comparisons, improvement, and competitive leverage; international cross-functional, material flow, and process and product design coordination; issues critical to global operations; and leading global initiatives.

Research Methods – 2 credits
This course will provide an overview of graduate level research for the capstone project in both the Master of Science in Management and the Master of Arts in Public Policy. Students will learn about the various methods of research in the discipline, research design, and proper formatting and writing of formal papers. Specific focus will be placed on topic development, developing a research outline, conducting a literature review, constructing an annotated bibliography, and proper citation styles that make use of the Chicago Manual of Style (for MAPP students) and the APA style (for MSM students). This course will provide all students the tools to do research and, in addition, will prepare them for the final capstone project to be developed in the subsequent Strategic Capstone course.

Strategic Capstone – 2 credits
The Strategic Capstone has two main components: a research phase and a final project report and presentation phase. Students draft their problem statements and research ideas during a research methods course, and then produce research, arguments and solutions that will approach solving the problem.

Each student will undertake a major investigation of a real and substantial challenge that exists either in the workplace or as a matter of public policy. The project may be related to the student’s own experience or in a field in which the student hopes to secure employment. Developed in a problem-and-solution format, the student is expected to use extensive research into best practices and associated methodologies. The product of this work is a comprehensive written plan for implementing the solution. The report is also submitted as a PowerPoint presentation with accompanying notes, demonstrating the student’s ability to convey the significance and the results of research and planning to key stakeholders in the problem-solution set that the student has investigated.
Students have an opportunity to excel academically.

New England College (NEC) has a rich tradition of academic excellence. Our online programs are designed for professionals who have already achieved success in their careers and who want to enrich their knowledge with advanced study.

We understand how important it is to be able to pursue a graduate degree without disrupting your career or uprooting your family. NEC’s online programs satisfy those needs, while delivering a highly respected online degree that is as demanding and rewarding as our traditional on-campus programs.

The Convenience of Learning Online

Online learning can be even more satisfying than traditional classroom learning because it focuses on you. You learn from the convenience of your home or office, at the time of day that suits you, while maintaining communication with faculty and fellow students. Here are some examples of the many benefits of e-Learning.

Flexible scheduling

e-Learning is designed for busy professionals like you. You plan your study time around your schedule and work at your own pace. The program is based on an innovative, asynchronous model, so there is no need to disrupt your work and family life. Your instructor lays out the course in a detailed schedule, so you know what to expect and how to prepare.

Accessible resources

All printed materials and textbooks are conveniently delivered to you before the start of each seminar. Our extensive online library and resource center is available 24 hours a day, 7 days a week, all year long. Many students report that using the online library is easier and more convenient than visiting a traditional “bricks-and-mortar” library.

Immediate responses

With just a click, you can send questions or requests to professors, fellow students, and student services advisors. Our faculty and staff will respond within 24 hours.

Intimate classes

You will progress through the program with a small group of 12 to 15 fellow students. This cohort system ensures that you are part of a community of your peers, a community that provides support, challenges your abilities, and encourages discussion.

Individual attention

Because the virtual class size is so small, you will receive individual attention from your professors. They are experienced professionals who are also highly trained in online instruction. Your instructor also serves as a group instructor who encourages you and your classmates to develop into a learning community eager to engage in discussions of current issues and realistic scenarios.

“The program has placed me in a better competitive position, in terms of job search and job security. I am more confident of myself more ever before. It has given me the opportunity to spread my wings. I never had this until this moment. It has increased my knowledge concerning financial management.”

Boniface Egbodion,
MSBFM Online Student
Five Levels of Support

The NEC community is committed to offering personal support and attention to each student.

Helping our master’s degree candidates is the goal of each member of the New England College online learning team. We are here to help you every step of the way by providing you with:

1. Your own personal Enrollment Advisor
2. Your own personal Student Services Advisor
3. Your own personal Instructor
4. The College’s most highly regarded Faculty
5. Helpful live technical support. You will be able to talk with a highly qualified professional technician whose goal is to provide you with helpful friendly advice on resolving your hardware and software issues.

This program has been structured for those seeking both challenging graduate studies and the tools needed by legal and financial services professionals. Integral to this degree is the online collaboration among you, your small group and instructor, and the outstanding New England College faculty members, all in the privacy and convenience of your home or office.
New England College gives you the opportunity to fulfill your goals.

- **Domestic Students**
  - Applicants should have a bachelor’s degree from a college or university in the United States, accredited by one of the six regional accrediting bodies.

- **International Students**
  - Applicants should have the equivalent of a U.S. bachelor’s degree. Students are required to use a credentialing organization such as WES.org, ECE, or ACCRO.
  - Students for whom English is not their first language may require a TOEFL score of 550 (pbt), 213 (cbt), 80 (ibt) or IELTS 6.5.

- **All Students**
  - Depending on your undergraduate course of study, prerequisite courses may be required.
  - Applicants should have an undergraduate GPA of 2.75 or higher based on a 4.0 grading scale; applicants with a score lower than 2.75 will be considered for admission on a case-by-case basis depending on professional accomplishments and work experience.
Tuition and Fees

New England College gives you the opportunity to advance with relevant, practical, and affordable education.

The tuition fee includes:

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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Application Fee</td>
<td>$90</td>
</tr>
<tr>
<td>Total Tuition: (36 credit hours)</td>
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<tr>
<td>Books</td>
<td>$800*</td>
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<tr>
<td>Graduation Application Fee</td>
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Cost per credit hour = $640  Course Tuition = $2,560

Course tuition is due on a course by course basis and must be paid at the start of each class. Students using financial aid, should have all requirements complete prior to the start of class.

*Approximate book cost. This is based on the purchase of new copies from the NEC Bookstore.

All prices are subject to change without prior notice. The prices provided by the Admissions Department are for the current academic year and may be changed for future academic years.

Financial Aid

The ability to pay for your education is an important consideration. Our Admissions Office can assist you in exploring alternative financing options. If you are a resident of the United States and want to apply for financial aid, please complete a Free Application for Federal Student Aid (FAFSA), which can be obtained from the FAFSA website at www.fafsa.ed.gov. Students may be eligible for a range of loans available specifically for graduate study and are encouraged to apply. Financial aid eligibility is renewed each year, and revisions or adjustments are made to ensure that aid is proportionate with each family’s financial circumstances.

Employer Tuition Assistance

Many organizations offer employee tuition assistance and, in some cases, cover 100 percent of tuition costs. Programs and policies vary among employers. Consult your human resources department to learn more about employer tuition assistance at your organization.
We are here to support you and answer your questions from enrollment to graduation.

How is New England College (NEC) accredited?
NEC is accredited by the New England Association of Schools and Colleges. For more information, visit www.neasc.org.

Is the online graduate degree any different from degrees earned on campus?
No, you will receive the same degree and your diploma is the same as the on-campus student diploma.

How many credits and courses do I take each term?
There are six terms per year with one course offered per term. Each course is worth four credit hours. In total, you must complete nine terms to earn your degree.

How much does the online graduate program cost?
The online graduate program is competitively priced. See tuition and fees on page 9. For more information, please contact our Enrollment Advisors.

How much time is required for the online graduate programs?
The online graduate programs are designed for working professionals with demands of work and home. Most students study 15 to 20 hours per week. Your instructor will help keep you on track, and your cohort will be a tremendous source of support.

Do I need to take the GRE, GMAT or other standardized tests?
No, standardized tests are not required for entry into the online graduate programs. Admission is based on your experience and professional accomplishments.

Do you accept transfer credits?
We will assess transfer credits that may reduce the total number of credits required to complete the program, up to six credits. This will be done on a case-by-case basis. NEC does not grant credit for work experience.
Since 1946, New England College has been providing learners with the opportunity for a quality and rigorous education.

New England College (NEC) was created in 1946 to serve the educational needs of service men and women after the Second World War. It pioneered the three-year baccalaureate degree that combined critical thinking skills from the arts and sciences with practical and professional education in business and engineering.

NEC has retained its mission to be a pragmatic liberal arts and professional college, committed to understanding the needs of all humanity in an interconnected world. It seeks to develop self-confident, informed individuals able to find their way to a rewarding life with professional success and personal service. Students drawn from a range of social and cultural backgrounds choose among academic and professional disciplines, and enhance their learning through a broad range of internships.

In the coming decade, NEC will build on its strengths and the values of its founders while embracing the social, technological, and ethical challenges of contemporary civilization. NEC will provide a liberal arts education for the twenty-first century. Human rights and social responsibility will remain crucial to our learning and living community, where students will make reasoned academic choices and explore imaginative career options, with a maximum use of alumni connections.

Recently the College has grown from 700 to 1,000 undergraduates and from 75 to 1,100 graduate students, while adhering to the philosophy of our founders by providing curricular and co-curricular programs for integrated learning with respect for diversity of thought and expression.

Accreditation

NEC is fully accredited by the New England Association of Schools and Colleges through its Commission on Institutions of Higher Education.

New England College is ranked as one of the top online degree programs in 2013.

Statement of Fair Practices

NEC prohibits discrimination on the basis of race, color, creed or religion, national origin, sex, sexual orientation, age, marital status, pregnancy, veteran’s status, or disability in regard to treatment, access to, or employment in its programs and activities, in accordance with federal and state laws and regulations. In compliance with the Americans with Disabilities Act (ADA), individuals with disabilities needing accommodation should contact the ADA compliance officer.
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