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President of New England College
Michele Perkins, Ed.D.
I am pleased to welcome you to New England College’s Master of Science in Management – Strategic Leadership (MSSL) online program.

The business world is constantly changing and highly complex. Success in the twenty-first century requires dynamic organizations with the ability to respond to change quickly, effectively, and collaboratively.

The online New England College (NEC) MSSL online program offers the opportunity to acquire problem-solving and critical thinking skills and apply these skills to challenges in the ever-changing business world. The program includes topics such as organization management and leadership, strategic planning and policy, and organizational development and leading change. Students are encouraged to apply coursework concepts to real-world issue faced in the workplace.

NEC MSSL students appreciate the level of convenience offered by this rigorous and challenging course of study. They enjoy the opportunity to earn a master’s degree without placing their career on hold or relocating. With a manageable time commitment of approximately 15 to 20 study hours per week, and a supportive faculty who appreciate the challenges of balancing coursework commitments with home and work schedules, the MSSL program offers working professionals the flexibility they need to complete the program. Our 24/7 technical support staff will keep you focused on your coursework, not technical issues.

Joining the NEC MSSL online program may be the best step you can take to becoming the strategic leader you aspire to be.

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

The Master of Science in Management – Strategic Leadership (MSSL) online program is designed to help you identify limitations and mindsets that inhibit strategic thinking, develop a framework for creating strategic options, and discern leadership behaviors that contribute to managing change and uncertainty in your organization and the global business environment. If preparing yourself to be a business leader of tomorrow is your goal, the New England College MSSL program is worthy of your consideration.

“I appreciate any opportunity to express my immense satisfaction with New England College and am thankful for the opportunity to be among such intelligent, caring, and encouraging professionals. The manner in which this course is delivered and the interest the professors have in their student success offers more than an opportunity to gain job skills. A student at New England College will learn how to apply each concept they learn, not only to their profession, but to almost any area of life! New England College is truly outstanding!”

MSSL Online Student

Online, Convenient, Flexible

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

New England College’s Master of Science in Management – Strategic Leadership online program offers you the opportunity to learn core concepts of strategic leadership, such as managerial accounting and finance, organizational development and leading change, and professional and organizational ethics. A Capstone project challenges you to apply what you have learned throughout their coursework to create a solution to a significant leadership and management challenge of your own choosing.

The 36 credit hour online program presents knowledge and skills on how to:
- Evaluate the position of your business;
- Consider the dynamics of the business environment;
- Identify both opportunities and threats in the environment;
- Analyze your organization's capacity for change, relative to its environment;
- Identify the key parameters of change for employees; and,
- Aid in your own leadership transformation.

“I like the content of the courses taken so far. I really enjoy the discussion boards as they allow for interaction between me and my fellow classmates. I get a fresh perspective on what others think about similar topics in a related career field that I would not normally get.”

Leanne Brunner,  
MSSL Online Student
NEC’s curriculum provides a way for students to achieve their cherished lifelong learning goals.

The Master of Science in Management – Strategic Leadership 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 learned within the program in a practical problem-solving capstone project.

Below is a listing 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 in analyzing 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. Specific attention is paid to managing the diverse workforce, mission critical leadership skills for success in a global economy, public accountability and transparency, appraising and developing human capital, and proactive management of expectations related to socially responsible business.

**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. Specific attention is paid to assessing and managing impact on project stakeholders; contingency planning; the role of strategic partnerships; and managing the impact of external stakeholders.

**Strategic Planning and Policy – 4 credits**
The primary focus of this course is strategic planning in a business unit, which is the foundational level for competitive analysis and analysis of the issues central to a 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. In conjunction with these assignments, students will also be challenged to critically examine revolutionary changes now occurring in some organizations, such as vertical integration, horizontal consolidation, strategic alliances and joint ventures, entrepreneurial startups, and the development of niche networks.
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 their 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 discusses how to more effectively and ethically lead and influence in situations where financial issues play a key role, with particular attention to public fiscal management. It introduces the concepts and principles of financial management and managerial accounting; discussing, developing, and using 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. Special attention is paid to strategies for managing scarcity, the role and implications of financial disclosure, and maximizing the effectiveness of financial managers in interdepartmental decision-making and on cross-functional teams.

Economics of Leadership – 4 credits
This course is an analysis of economics from the perspectives of business leaders and the decisions that they make. Topics identify the role that economic analysis plays in strategic planning and decision making, as a vital part of the environment in which organizations operate and plan their futures. Topics covered will include the interaction between governments, markets, and the organization; assessing the effects and limitations of organizational control of factors of production and market dynamics; and careful analysis of the meaning of “the global economy.” Special attention is paid to the implications of economic inequities internationally, the impact of economic policy on operations management, and the role of leadership in interpreting economic conditions and crafting responsive strategy.

Organizational Development and Leading Change - 4 credits
This course examines change as a focused leadership activity designed to bring about specific conditions; to redirect action; or implement a particular process, product or system. Topics address purposeful, planned and consciously directed change and transition within an organization. Through case studies as well as individual and group exercises, students will be introduced to tools and techniques for engaging people at all levels of the organization in successful and lasting transition and transformation. Special attention is paid during the course to the role of organizational culture during times of change; the dynamics of power imbalance; accurately assessing stakeholder interests, blocs, and coalitions; overcoming resistance to change; and the source, purpose, and adoption of best practices.
Course Curriculum

Organizational Communication, Conflict Resolution and Negotiation - 4 credits
This course explores the psychological aspects of communication among individuals and groups from a relationship management perspective. Students study group formation and development as well as the intricacies of coaching, mentoring, and conflict resolution. The impact of organizational behavior on leadership effectiveness is explored. Organizational communication, including form and informal communication, is analyzed to determine the relationship between communication and organizational satisfaction and effectiveness. Topics include preparing for a negotiation, understanding individual preferences, identifying ethical and cross-cultural issues, and determining when and how to utilize available outside resources. Students assess the importance of coaching and open communication when inspiring individuals to overcome barriers to peak performance. Special attention is paid during the course to exercising leadership in “getting to yes”, specific issues related to communication technology, the role of social networking in organizational culture, and leading development of an organizational communication plan.

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.

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.
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 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.

1.866.817.2226 Ext. 3321 (U.S./Canada) ☎️ +1.647.723.6680 Ext. 3321 (International)
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.
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>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Application Fee</td>
<td>$90</td>
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<tr>
<td>Total Tuition: (36 credit hours)</td>
<td>$24,480</td>
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<tr>
<td>Graduation Application Fee</td>
<td>$150</td>
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<tr>
<td>Grand Total</td>
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Cost per credit hour = $680  Course Tuition = $2,720  Estimated textbook cost per course = $125

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 rigorous, quality 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.

The College 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.

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.
Master of Science in Management
Strategic Leadership
Online

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