

2014-2015 Archived Catalog Information

Graduate Catalog

This Catalog presents the graduate offerings and requirements of the College of Arts & Sciences and the Sawyer Business School in effect at the time of publication. The University reserves the right to withdraw or modify the courses of instruction at any time. Announcements are subject to change and do not constitute an agreement or contract.

See Also

These links will take you outside the Academic Catalog:

[Admission](#)

[Bursar/Tuition and Fees](#)

[Financial Aid](#)

[Student Handbook](#)

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Policies

This catalog is not an agreement or contract between the student and Suffolk University or any other party or parties and should not be regarded as such. The offerings and requirements contained herein are those in effect at the time of publication. The University reserves the right to change, discontinue, or add academic requirements, courses or programs of study at any time. Such changes may be made without notice, although every effort will be made to provide timely notice to students.

See Also

These links will take you outside the Academic Catalog:

[Admission](#)

[Bursar/Tuition and Fees](#)

[Financial Aid](#)

[Student Handbook](#)

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Academic Standing

- [Satisfactory Progress Policy](#)
- [SBS Academic Standing Policy](#)
- [CAS Academic Standing Policy](#)
- [Academic Honesty Policy](#)

Federal regulations require students to demonstrate satisfactory academic progress (SAP) in order to qualify for any form of financial assistance (grants, scholarships, loans, or employment). Satisfactory progress is evaluated at the end of each academic term by Student Financial Services independently of the Academic Standing Committee of each school. Please refer to the [Graduate SAP policy](#) for academic progress requirements.

Graduate students are required to maintain a minimum cumulative grade point average of 3.0.

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SBS Graduate Academic Standards

Graduate students in the Sawyer Business School are expected to earn at least a B (3.0) in all courses attempted. Students must have a cumulative grade point average (GPA) of 3.0 at the completion of each semester as well as to graduate. Failure to maintain this average can lead to academic dismissal. It is the student's responsibility to monitor his/her academic progress. Formal guidelines for academic performance and consequent actions are as follows:

Warning

Issued when a semester's GPA falls below 3.0 for the first time

Issued when a student receives a 2nd "C" grade (C or C+) with a cumulative GPA of at least 3.0

Issued when a student receives a 2nd Incomplete grade (I)

Probation

Issued when a student's cumulative GPA falls below 3.0

Issued when a student receives an "F" grade with a cumulative GPA above 3.0

Extended Probation

Given for serious extenuating circumstances on a case by case basis

Steps for granting Extended Probation

1. Student must meet with the program director and provide documentation outlining extenuating circumstances

2. Program director must forward the student's documentation and provide a letter of support as well as an agreed upon plan of action to the dean of graduate programs

Dismissal

May be issued when a student receives a 2nd "F" grade

May be issued when a student does not meet the conditions of his/her probation in the semester following the probationary term

A student dismissed from any joint degree program is dismissed from all programs that constitute the joint degree. Dismissals are recorded on the student transcript. A student seeking re-admission to a single Sawyer Business School program must complete a new application for admission and provide supporting documentation required for admission consideration. Students will be evaluated on a case by case basis.

Appeal for Readmission

1. Those seeking re-entry 5 or less years since their last enrollment:

- Submit a Re-Entry Form and resume to Graduate Admission Office
- If the student is in good academic standing, with no outstanding payment issues, the Office of Graduate Admission will issue official Re-Entry Admission letter
- The Office of Graduate Admission will notify program directors of re-entry student(s) on the standard weekly admission report
- Program directors will send appropriate materials (e.g., welcome back letter, updated program of study, registration materials, etc).

2. Those seeking re-entry with more than 5 years and less than 7 years since their last enrollment:

- Submit a Re-Entry Form and resume to the Office of Graduate Admission
- Graduate Admission will send these documents to the dean of graduate programs
- Dean of graduate programs will make admit decision based on the following:
 - Why the student left the program
 - Earned Suffolk grades in the graduate program to date
 - Resume – what student has done since leaving the program
 - GMAT or GRE score taken when admitted to the program (if testing was required)
- Dean of graduate programs (or program director) will alert the Office of Graduate Admission of admit decision
- The Office of Graduate Admission will issue official Re-Entry Admission letter and include student on the standard weekly admission report
- Program directors will send appropriate materials (e.g., welcome back letter, updated program of study following current waiver and transfer policies, registration materials, etc). All review of prior coursework and academic performance will be handled on a case-by-case basis.

3. Those seeking re-entry with 7 or more years since their last enrollment:

- Must completely re-apply to the program including application for admission, new GMAT or GRE (if required for standard admission to the program), and all other components of a standard first-time application to the program
- If admitted a new program of study will be created following current waiver and transfer policies. All review of prior coursework and academic performance will be handled on a case-by-case basis.
- The Office of Graduate Admission will inform inquiring students of this policy as students inquire
- Program Directors, Deans, Program Assistants, will also inform inquiring students of this policy

4. All re-entry applicants to the Executive MBA shall do the following:

- Submit a Re-Entry Form and resume to the Office of Graduate Admission
- Admission will send these documents to the Executive MBA Academic director
- The Academic director will make the admit decision based on the following:
 - Why the student left the program
 - Earned Suffolk grades in the graduate program to date
 - Resume – what student has done since leaving the program
 - GMAT or GRE score taken when admitted to the program (if testing was required)
- The Academic director will alert the Office of Graduate Admission of admit decision
- The Office of Graduate Admission will issue official Re-Entry Admission letter and include student on the standard weekly admission report
- Academic director will send appropriate materials IE welcome back letter, updated program of study, registration materials etc.
- All review of prior coursework and academic performance will be handled on a case-by-case basis.

Incomplete

“I” (Incomplete) indicates a student has done passing work in a course but has not yet submitted all the outstanding work required for a formal evaluation. The “I” is awarded at the instructor’s discretion, only if the student has completed at least half of the course requirements satisfactorily at the end of the semester, and there is a reasonable expectation that all course requirements can be completed in one academic year. An “I” must be formally re-evaluated by the instructor within one academic year, resulting in an evaluation grade or an extension of the “I,” or it automatically converts to an “F.”

Retaking a Course

A student may retake only one graduate course in his/her graduate program where an “F” grade has been received. The new grade will be included in his/her GPA. The original “F” will remain on the transcript but will not be included in the GPA. The repeated course must be completed within one academic year.

If a second “F” is received, the grade will remain on the transcript and be included in the GPA.

A passing grade must be earned in all required courses.

Students can appeal to the Sawyer Business School dean of graduate programs for readmission.

Waiver/Transfer Credit

In all cases, students should consult individual program departments for the requirements of a particular program. In general, courses transferred must have a minimum grade of “B” and must not have been part of another earned degree.

Residency Requirement

To be awarded a master’s degree from the Sawyer Business School, students must successfully complete a minimum of 31 credits, within the Business School ,as well as meet the individual requirements of a particular program. Residency requirements by program can be found within the program’s waiver/transfer policy.

Time for Degree Completion

Degree requirements for all master’s programs must be completed within five years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0 (“B”) or better is achieved for the entire graduate program. Students requesting an extension for the time of degree completion must submit it in writing and will be evaluated on a case-by-case basis.

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Graduate Academic Standing Policy: CAS

At the conclusion of each semester, the Graduate Academic Standing Committee reviews the records of graduate students failing to make satisfactory academic progress. The Committee may choose to take one of the following actions, or may take other actions specific to the noted deficiency in the student file. Written notification of all actions taken by the Committee is communicated to the student in a timely fashion.

Academic Warning:

- Two or more grades of I or W in a given semester, **or**
- Any grade below B, with a cumulative GPA above 3.0

Probation:

- A semester GPA below 3.0, **or**
- A cumulative GPA below 3.0 for the first time

Note: Students are placed on probation with specific conditions to be met in the subsequent semester.

Dismissal:

- A cumulative GPA below 3.0 for any two semesters, **or**
- Violation of professional or ethical standards, **or**
- Failure to make satisfactory progress toward completion of the degree, **or**

- Failure to meet the conditions of probation

A student dismissed from any joint degree program is dismissed from all programs that constitute the joint degree. Dismissals are recorded on the student transcript.

A student may appeal any decision in writing to the dean of the college within 30 days of receipt of the notice of action taken by the committee. The dean or designee will then make a final determination at the conclusion of a full investigation. (Please consult the published statements of individual graduate programs for any additional academic guidelines and policies regarding specific program requirements.)

Re-Admission to Suffolk University

Students re-entering after an absence of one year or more should request a special re-entry form from the Office of Graduate Admission.

Pass (“P”)/Fail (“F”) Option

Practica, internships, theses and designated field experiences are typically taken on a pass/fail basis. Exceptions to this policy are only at the discretion of the respective program directors.

A Pass (“P”) grade may be applied toward fulfilling degree credits, but will not be applied toward the cumulative grade point average.

Transfer Credit

In all cases, students should consult individual departments for the requirements of a particular program. Unless otherwise stated, the general rule is that a maximum of 6 graduate credits in the field of specialization from an accredited institution will be transferable toward a master’s degree at Suffolk University. A maximum of 24 graduate credits will be transferable toward a doctoral degree. Courses offered for transfer credit must have a minimum grade of “B,” must not have been part of another earned degree, and must be declared at the time of matriculation.

Students requesting transfer credit should see their respective program director and file such requests within the first semester of a graduate program at Suffolk University.

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Please click on the school link to the left to view the academic policy for the College of Arts & Sciences and the Sawyer Business School.

- [College of Arts & Sciences Graduate Academic Honesty](#)

Graduate Academic Honesty Policy: CAS

Suffolk University fosters engaged learning, rigorous scholarship and innovative thinking in our students, faculty, staff and programs. Academic honesty in one's work, words, ideas and actions are central to this vision. We are committed to academic freedom, the intellectual exchange of ideas and the development of knowledge which can only be achieved when academic integrity is present.

Overview

Students are expected to conduct themselves with integrity. In classrooms and laboratories, at internships, in libraries and in study groups and academic teams, cultivating and practicing honesty lays a foundation for lifelong integrity. Making honest, ethical choices is a necessary step in establishing communities of trust. Academic dishonesty includes four general types of inappropriate behavior: cheating, plagiarism, dishonest conduct and collusion/unauthorized collaboration. Academic dishonesty is not limited to the following examples:

Prohibited Conduct

Cheating on examinations, plagiarism and/or improper acknowledgment of sources in essays or research papers, using unauthorized materials, prepared answers, teacher's manuals, study guides or written notes, unauthorized collaboration on homework or computer assignments and the use of a single essay or paper in more than one course without the permission of the instructor constitute unacceptable academic conduct.

It is dishonest to buy, sell, borrow, or lend papers or to copy material from computer resources. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that you represent as your own should be your own; if not, the source

should be properly identified. This applies to lab reports, computer projects, and group projects, as well as to individual assignments. Copying and pasting material from the Internet or other sources without proper citation is prohibited. Lack of knowledge or ignorance of how to properly cite sources is not an acceptable excuse. Using cell phones, calculators or other electronic means when not approved is prohibited.

If the course expectations around academic integrity are not clear, students are encouraged to seek clarification from the instructor early in the course schedule. Because Suffolk University holds its students strictly accountable for their adherence to the highest standards of academic honesty, it is expected that graduate students know what does and does not constitute acceptable behavior.

A student who is suspected of violating this rule will be directed to the dean of students, or designee, who will hold a hearing to determine if the charges have merit. The dean of students, or designee, will report the determination on the charges to the appropriate program director and the Graduate Academic Standing Committee; the Committee will decide upon the specific sanction. The sanctions may include an automatic grade of "F" in the course, probation, dismissal from the University, or appropriate lesser penalties if warranted by the circumstances.

Written notification of the action taken should be delivered to the student in a timely fashion. The student has the right to appeal this decision in writing to the dean of the College of Arts and Sciences, or designee, within 30 days of receipt of written notice of the action of a department. The final determination of the dean of the College of Arts and Sciences, or designee, which may refer to both the determination of culpability and to the sanctions imposed, will be based on an investigation or a hearing with the student.

• Sawyer Business School Graduate Academic Honesty

Graduate Academic Honesty Policy

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Cheating on examinations, plagiarism, and/or improper acknowledgement of sources in essays or research papers, using unauthorized materials, prepared answers, teacher's manuals, study guides or written notes, unauthorized collaboration on homework or computer assignments, and the use of a single essay or paper in more than one course, without the permission of the instructor, constitute unacceptable academic conduct.

It is dishonest to buy, sell, download, borrow, or lend papers or to copy material from computer resources. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that is represented as yours should be your own; if not, the source should be properly identified. This applies to lab reports, computer projects, and group projects, as well as to individual assignments. Copying

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If the course expectations around academic integrity are not clear, students are encouraged to seek clarification from the instructor early in the course schedule.

Instructors who suspect academic dishonesty should report incidents to the Division of Student Affairs. Reports will be addressed through the Community Standards and the Student Discipline System. A graduate student in the Sawyer Business School who has been found to have violated this policy is subject to a range of sanctions, as outlined in the Community Standards and Student Discipline System.

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Transcript of Record

A transcript is an academic document or electronic image maintained by the Office of the Registrar that reflects the unabridged student academic history at Suffolk University. Transcripts include course work from other institutions whose credits are awarded at the time of entrance or approved transfer credit after the student enrolls at the University.

The University reserves the right to refuse to issue a transcript of any student who has not fulfilled all financial obligations due to the University. A financial hold will be placed on a student record if the student is either delinquent or has defaulted on loans.

Transcript requests must be submitted [online](#) or in writing to the Office of the Registrar.

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Most graduate programs are offered on a part-time and full-time basis. Part-time and full-time are dependent on the number of registered credits. Once admitted to a graduate program, a student may move from full-time to part-time or part-time to full-time by simply changing the number of credits registered. However, a student is initially admitted to full-time or part-time status. There are tuition and financial aid ramifications associated with full-time and part-time status.

Defined by Credits

SBS Students: Full-time status for graduate programs is defined as 12 to 15 credits. A student must be registered for at least 12 credits to be considered full-time. A maximum of 15 credits is allowed.

Part-time status for graduate programs is defined as 1 to 11 credits. A student must be registered for at least 1 credit to be considered part time. A maximum of 11 credits is allowed.

Students must complete and have approved an Excess Course Petition Form if they would like to register for more than 15 credits. The only exception to this policy is the semester in which a student registers for the 1-credit courses, SBS 600 and/or GMBA 601.

Fall and Spring Sessions: Students who meet the following criteria will be considered for more than 15 credits:

1. The student has a minimum GPA of 3.0 and be in good academic standing
2. Evaluation of a student will be done on a case-by-case basis to ensure success within their program and by consulting the program director

Summer Sessions: Six credits per summer session constitute a full-time schedule (maximum of 12 credits across all summer sessions). Students must seek petition to register for any excess credits and demonstrate extenuating circumstances for the request. The above criteria for fall and spring sessions will be used when evaluating the petition.

CAS Students: Full-time status is defined as 12 credits for CAS graduate programs except for the PhD in Economics, which is defined as 9 credits. Students must complete and have approved an Excess Course Petition form if they plan to register for more than 12 credits (9 in Ph.D Economics program).

Tuition Implications

Full-time: The University sets a full-time tuition rate charged fall and spring semesters. If a student enrolls in excess credits, the additional credits are charged at a [pro-rated per-credit fee](#).

Part-time: The University sets a part-time per-credit tuition rate.

Summer: All students registered for credits in a summer term are charged at the [per-credit tuition rate](#).

For current full-time, part-time, and excess tuition rates visit the [Bursar's Office](#).

Visit [Student Financial Services](#) for information regarding full-time or part-time status and eligibility for financial aid.

* Some restrictions apply.

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The following grading system applies to all graduate students.

Letter Grade	Honor Point Equivalent per Credit
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0

"A," "A – ," "B+," and "B" represent satisfactory work.

"B-", "C+", and "C", represent passing but unsatisfactory work.

"F" is a failing grade. It indicates that the student has not completed all course requirements in a satisfactory manner. Students who stop attending a course without having complied with the official withdrawal procedure can anticipate receiving a grade of "F." The "F" grade becomes a permanent part of a student's record and cannot be expunged even if the course is successfully retaken.

"I" (Incomplete) indicates a student has done passing work in a course but has not yet submitted all the outstanding work required for a formal evaluation. The "I" is awarded at the instructor's discretion, only if the student has completed at least half of the course requirements satisfactorily at the end of the semester, and there is a reasonable expectation that all course requirements can be completed in one academic year. An "I" must be formally re-evaluated by the instructor within one academic year, resulting in an evaluation grade or an extension of the "I," or it automatically converts to an "F*."

Students must complete coursework with the original instructor. The change in the "I" grade must be made by the original instructor, and in his or her absence, by the department chair. If this is not possible, arrangements must be made through the department chair in concurrence with an assigned instructor.

"IP" (In Progress) can be issued where by nature of the course content the course may not be complete by the end of the term. IP grades automatically convert to an "F*" after one academic year.

"W" signifies official withdrawal from a course. A "W" is assigned administratively if a student:

1. Drops a course, following proper University procedure, between the end of the drop/add period and the withdrawal deadline of the semester, or
2. Drops a course or withdraws from school after the deadline of the semester with the written approval of the Students Affairs Office. Permission is given only for valid cause such as debilitating illness, relocation, serious family crisis, or other circumstances beyond the student's control.

"AU" (Audit): In an audited course, a student will not receive credit or honor points; however, a student must pay the same tuition as if taking the course for credit. It is the student's responsibility to inform the instructor that he/she is auditing the course during the first two weeks of classes. Under no circumstances may a student change from the evaluative letter grade system to audit or vice versa after the first two weeks of classes.

A student who audits a course is responsible for attending classes and completing required coursework.

"P" or "F" (Pass/Fail): Selected graduate thesis, internship, and practicum courses may be graded on a pass/fail basis. A Pass ("P") grade may be applied toward fulfilling degree credits, but it will not be applied toward the cumulative GPA.

Courses officially dropped during the add/drop period will not appear on the student's record.

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Suffolk University follows the Federal Government's Credit Hour definition:

“As an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutional established equivalence that reasonably approximates no less than:

- One hour of classroom or direct faculty instruction and a minimum of two hours of student work out of the classroom each week for approximately 15 weeks for one semester hour of credit.
- At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution, including laboratory work, internships, practica, studio work, and other academic work leading to the award of a credit hour.”

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Graduation

Time to Completion

Degree requirements for all master's programs are normally completed within five years after the start of graduate work.

Application for Degree

Students are required to submit an application for degree, available through [MySuffolk](#), to the Registrar's Office by the published deadline. It is expected that all obligations to the University, both academic and financial, will be completed at the close of that semester. Failure to comply with this requirement will delay graduation and participation in commencement.

Eligibility to Participate in Commencement Exercise

In addition to those students who have completed in quality and quantity the requirements for their respective degrees, students meeting the following conditions may also participate in commencement exercises, if they:

1. Are within three courses of fulfilling their requirements.
2. Have met all other requirements for graduation (see specific programs for degree requirements).
3. In the event that a student has not completed all the required courses for graduation, he/she must arrange to complete the work outstanding in the Suffolk summer sessions immediately following graduation.
4. File the appropriate petitions in the Registrar's office. Completed petitions will be reviewed by the Registrar and the respective dean for approval.
5. It is critical that students have the [required 3.0 GPA](#) (see specific programs for degree requirements) at the time of commencement in order to participate in the ceremony.

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Registration and Attendance

Registration

Registration materials (transcripts, course schedules, etc.) are available to all students [online](#) prior to faculty advising at the beginning of each term's pre-registration.

Late Registration

Registration is closed after the first full week of classes in any semester. [Late registration fees](#) apply to any registration submitted once the term begins.

Auditing a Class

In an audited course, a student will not receive credit or honor points; however, a student must pay the same tuition as if taking the course for credit. Under no circumstances may a student change from the evaluative letter grade system to audit or vice versa after the first two weeks of classes.

A student who audits a course is responsible for attending classes and completing required coursework.

Pass/Fail

Selected graduate thesis, internship, and practicum courses may be graded on a pass/fail basis. A Pass ("P") grade may be applied toward fulfilling degree credits, but it will not be applied toward the cumulative GPA. A student who takes a course as Pass/Fail is responsible for attending classes and completing required coursework.

Add/Drop or Change of Course

Students may add, drop, or change courses online based upon availability and eligibility during the first week of the term. Any course addition after the first week must have [written permission](#) of the faculty member. Refer to the [academic calendar](#) for add and drop dates.

- [Withdrawal](#)
- [Leave of Absence](#)
- [Attendance](#)

Withdrawing from the University

If it becomes necessary for a student to withdraw from the University, the student is expected to complete an [official withdrawal form](#) available from the Division of Student Affairs. It is the student's responsibility to notify the University if they plan to withdraw. If you have questions, please call the Division of Student Affairs.

[Tuition liability](#) will be based on the date in which the withdrawal form is received by the Division of Student Affairs. Non-attendance does not constitute official withdrawal or dropping of a course.

New/Incoming Students Wishing to Withdraw from All Courses Prior to the First Day of Classes or After Classes Have Started

Any new graduate student who wishes to withdraw from all courses before the start of the term, must contact the Office of Graduate Admission: 617-573-8302.

The Office of Graduate Admission may defer the student's enrollment for another semester.

New/incoming students who wish to withdraw from all courses after the start of classes will be placed on a leave of absence. (See "Withdrawing from Classes Once the Fall or Spring Terms Have Begun" in the [student handbook](#).)

Students on leave will be required to meet the degree requirements under which they were admitted. A leave of absence may not be used for the purpose of taking academic courses at another institution with the intent of transferring the credits to Suffolk University. A leave of absence is granted through the Division of Student Affairs. Courses taken at other institutions while a student is on a leave of absence may not be transferred back to Suffolk University for credit. A matriculated student who does not return for reregistering at the specified semester will be classified as an official withdrawal and must apply for readmission through the Office of Graduate Admission.

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Student Record

Change of Address/Name

Students are required to notify the Registrar of any change of home or local address within 48 hours of the effective change date or any change of legal name. Suffolk University requires that a student's legal name be used on academic records and other official University documents.

All Suffolk University students are required to provide [current emergency contact](#) information each semester and when such information changes.

Academic Record Status

Student academic records are sealed at the time the degree is conferred. After this date, changes cannot be made to majors, concentrations, incompletes, grades, or other aspects of the academic record.

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College of Arts & Sciences

Graduate Programs

The College of Arts & Sciences offers the following **graduate degree programs**:

- [Master of Arts in Communication \(MAC\)](#)
- [Master of Arts in Graphic Design \(MAGD\)](#)
- [Master of Arts in Interior Architecture \(MAIA\)](#)
- [Master of Science in Crime and Justice Studies \(MSCJS\)](#)
- [Master of Science in Crime and Justice Studies/Mental Health Counseling \(MSCJS/MHC\)](#)
- [Master of Science in Economics \(MSE\)](#)
- [Master of Science in International Economics \(MSIE\)](#)
- [Master of Science in Ethics and Public Policy \(MSEPP\)](#)
- [Master of Science in Political Science \(MSPS\)](#)
- [Master of Science in Mental Health Counseling \(MSMHC\)](#)
- [Master of Education in Administration of Higher Education \(MEd\)](#)
- [Doctoral degree in Clinical Psychology \(PhD\)](#)

The College offers two **joint degree programs** with Suffolk University Law School:

- [Juris Doctor/Master of Science in Crime and Justice Studies \(JD/MSCJS\)](#)
- [Juris Doctor/Master of Science in International Economics \(JS/MSIE\)](#)

The College offers three **joint degree programs** with the Sawyer Business School:

- [Master of Science in Crime and Justice Studies/Master of Public Administration \(MSCJS/MPA\)](#)
- [Master of Science in Mental Health Counseling/Master of Public Administration \(MSMHC/MPA\)](#)
- [Master of Science in Political Science/ Master of Public Administration \(MSPS/MPA\)](#)

The College also offers the following **certificate** programs:

- [Certificate in Medical Dosimetry](#).
- [Certificate in Radiation Therapy](#).

Certificates of Advanced Graduate Study (CAGS):

- [Mental Health Counseling](#)
- [Professional Politics](#)

Continuing and Professional Studies Program (CAPS)

The College of Arts & Sciences offers an opportunity for students intending to pursue a graduate degree to take a maximum of two graduate courses before applying for degree candidacy. Courses must be selected with the instructor's written consent and will be offered on a space available basis. Please visit the web site of your program of interest for contact information. A CAPS student must submit an official transcript verifying proof of a bachelor's degree with the CAPS registration form to the Office of Graduate Admission. The office will then return the form to the student with the student's identification number. This ID number will allow a student to register for a maximum of two classes. These two classes are assessed graduate tuition and graduate credit. If successfully completed, these two classes may count toward a graduate degree if the student subsequently applies to the program in which he/she took the CAPS courses.

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Administration of Higher Education

The MEd in Administration of Higher Education is a 12 course (36 credit) program that prepares students for administrative and leadership positions in higher education institutions.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Courses](#)

Degree Requirements: 12 courses, 36 credits (which includes a 2-course, 6-credit practicum component)

A minimum of 36 credits is required for completion of the MEd in Higher Education Administration. Candidates may enroll in the program on either a full-time or part-time basis, and they should plan their program of study in consultation with their faculty advisor accordingly.

Required Core Courses (4 courses, 12 credits)

- **AHE-625 Organization & Administration of Higher Education**

Credits:

3.00

Description:

This course provides a broad overview of the American higher education landscape and serves as the primary vehicle for introducing students to the complex nature of college and university administration. The interplay between organizational characteristics, structures, and modes of governance will be explored as a means of elucidating the practical application of administrative theories in higher education.

- **AHE-626 Legal Aspects Higher Education**

Credits:

3.00

Description:

This course provides students with a practical, working understanding of the legal foundations that govern institutions of higher education. Using the case study method, it examines legal problems facing college and university administrators including tort liability, rights of teachers and students, free speech issues, contracts, tenure, confidentiality of records, and legal aspects of hiring and discrimination. Students will learn the current state of the law and acquire appropriate skills and resources necessary to make sound decisions in their professional practice, utilizing their knowledge of student development theories and the practical application of law and policy in higher education. Some emphasis will be placed on those areas of significance to the student affairs professional.

- **AHE-628 Financial Aspects Higher Education**

Credits:

3.00

Description:

This course examines financial management and fiduciary practices internal to institutions of higher education. It provides an introduction to the sources of higher education funding, budgeting and disbursement, control mechanisms, and the role of finance in strategic planning. It also provides students with information they need to better understand and participate more effectively in the funding, budgeting, and revenue/expenditure processes in higher education. Students examine the role of strategic planning and resource allocation in public and private colleges/universities. Various topics, issues, and trends in the financial arena of higher education are also explored.

- **AHE-648 Research in Higher Education**

Credits:

3.00

Description:

This course provides the knowledge and skills necessary for locating sources of information and doing effective descriptive research in higher education. Students will design and execute field research on structures and problems of specific post-secondary institutions.

Concentration Requirements (3 courses, 9 credits)

Choose three of the following courses:

- **AHE-632 Diversity Issues in Higher Education**

Credits:

3.00

Description:

This course provides students with the opportunity to examine theoretical scholarship and empirical research on race, class, and gender in American higher education. The overall goal of this course is to assist future practitioners in the field in developing an ability to critically evaluate institutional and departmental approaches to diversity in higher education. Students will explore such issues as affirmative action, sexual harassment, access and financial aid practices, and the relationship of diversity to learning outcomes.

- **AHE-634 Student Development: Theory and Practice**

Credits:

3.00

Description:

This course will explore theories, rationales, and methods of student development in higher education, as well as the organization and administration of student personnel services. Students will explore the history of student affairs and develop an understanding of the various functional areas and competencies associated with student affairs work. In addition, students will become familiar with a variety of theorists who have shaped the profession and incorporate relevant theories into program planning and assessment.

- **AHE-635 The American College/University Student**

Credits:

3.00

Description:

The course is an in-depth examination of post-secondary students at all levels utilizing available statistics and other resources to describe various campus cultures and explore student attitudes toward society in general and the post-secondary experience in particular. Focus is given to exploring

trends and changes in the enrollment characteristics of college students and addressing the attitudes and values of campus sub groups and cultures. Consideration is given to methods of locating resources on students and to measuring the effect of post-secondary education.

- **AHE-643 Leadership in Higher Education**

Credits:

3.00

Description:

The purpose of this course is to introduce students to leadership characteristics and theories in higher education. The course examines various leadership styles endemic to the college and university environment, focusing on those relevant to the president, vice presidents, department chairs, deans, faculty, and students. Trait-factor, group, transformational, situational, and other theories of leadership are explored in the context of team-building, participatory decision-making, staff development, resource allocation, and future planning.

- **AHE-647 Critical Issues in Higher Education**

Credits:

3.00

Description:

In-depth research into and discussion of a range of pressing issues and problems such as affirmative action, executive compensation, international higher education and globalization, online/distance learning, for-profit higher education, and Internet issues. The goal of this course is to help students gain a general knowledge of some of the most salient higher education issues in the United States and develop skills to analyze and manage emerging issues they may encounter as professionals in the field.

Electives (3 courses, 9 credits)

In addition to Administration of Higher Education courses, students can select electives from a range of courses in other academic programs including, but not limited to, the following:

- **AHE-642 College and University Culture**

Credits:

3.00

Description:

The purpose of this course is to provide students with an overview of college and university cultures in American higher education. Students will gain an understanding of the properties of campus culture, including norms of behavior, values, stories, physical artifacts, sagas, myths, symbols, and architecture, all of which guide and shape institutional behavior. In addition, students will examine the cultural norms of behavior of various institutional stakeholders - faculty, staff, students, and administrators - and develop an understanding of how campus culture affects each of these groups. In order to become more familiar with the ethos of institutional functioning and behavior, students will conduct a small-scale independent research project, employing qualitative research techniques, to investigate and analyze a particular campus subculture.

- **AHE-649 History of Higher Education**

Credits:

3.00

Description:

This course examines the development of institutions and practices of higher education from their medieval origins to the present, concentrating on the American experience and identifying key trends in theory, organizations curriculum, and sociology. Not offered on a regular basis.

- **COUNS-712 Life Span Development**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-747 College Admission Counseling Fundamentals**

Credits:

3.00

Description:

This course will discuss issues surrounding admission testing and financial aid practices, admission policies and procedures, diverse students (e.g., first generation, students with learning disabilities, traditionally underrepresented populations in higher education), and the technology tools used to facilitate the college search and application process (e.g., Naviance, ConnectEDU, the Common Application). School-based programs to promote early college awareness will also be discussed, and the perspective of both the high school and undergraduate admissions counselor will be considered. Normally offered yearly

Supervised Field Experience (2 courses, 6 credits)

Students enrolled in the Administration of Higher Education program are required to complete a practicum experience, which is designed to link theoretical issues in practice and in the classroom to problems and concerns encountered by students in a field setting. Students will select a field setting and gain practical, hands-on work experience under the guidance of a master's level or higher site supervisor. The practicum experience consists of two 3-credit courses--Practicum I and Practicum II--taken over an academic year (one course per semester) combined with 300 total work hours in the field (150 per semester). Students typically spend 10 hours per week working at a local college or university in an academic or student affairs setting. Students formally apply for the practicum experience and consult with their advisor regarding field placement.

- **AHE-645 Practicum in Administration**

Credits:

3.00

Description:

The practicum experience provides for the practical application of administrative skills in an appropriate field placement under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the higher education environment. Students will apply theories learned in the classroom to a wide array of professional projects. Students enrolled in the course will meet as a class to discuss practicum-related issues.

Sections AHE-645-A and 645-B, which serve as Practicum I and II

2014-2015 Archived Catalog Information

Administration of Higher Education

The MEd in Administration of Higher Education is a 12 course (36 credit) program that prepares students for administrative and leadership positions in higher education institutions.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Courses](#)
- AHE-625 Organization & Administration of Higher Education

Credits:

3.00

Description:

This course provides a broad overview of the American higher education landscape and serves as the primary vehicle for introducing students to the complex nature of college and university administration. The interplay between organizational characteristics, structures, and modes of governance will be explored as a means of elucidating the practical application of administrative theories in higher education.

- AHE-626 Legal Aspects Higher Education

Credits:

3.00

Description:

This course provides students with a practical, working understanding of the legal foundations that govern institutions of higher education. Using the case study method, it examines legal problems facing college and university administrators including tort liability, rights of teachers and students, free speech issues, contracts, tenure, confidentiality of records, and legal aspects of hiring and discrimination. Students will learn the current state of the law and acquire appropriate skills and resources necessary to make sound decisions in their professional practice, utilizing their knowledge of student development theories and the practical application of law and policy in higher education. Some emphasis will be placed on those areas of significance to the student affairs professional.

- **AHE-628 Financial Aspects Higher Education**

Credits:

3.00

Description:

This course examines financial management and fiduciary practices internal to institutions of higher education. It provides an introduction to the sources of higher education funding, budgeting and disbursement, control mechanisms, and the role of finance in strategic planning. It also provides students with information they need to better understand and participate more effectively in the funding, budgeting, and revenue/expenditure processes in higher education. Students examine the role of strategic planning and resource allocation in public and private colleges/universities. Various topics, issues, and trends in the financial arena of higher education are also explored.

- **AHE-632 Diversity Issues in Higher Education**

Credits:

3.00

Description:

This course provides students with the opportunity to examine theoretical scholarship and empirical research on race, class, and gender in American higher education. The overall goal of this course is to assist future practitioners in the field in developing an ability to critically evaluate institutional and departmental approaches to diversity in higher education. Students will explore such issues as affirmative action, sexual harassment, access and financial aid practices, and the relationship of diversity to learning outcomes.

- **AHE-634 Student Development: Theory and Practice**

Credits:

3.00

Description:

This course will explore theories, rationales, and methods of student development in higher education, as well as the organization and administration of student personnel services. Students will explore the history of student affairs and develop an understanding of the various functional areas and competencies associated with student affairs work. In addition, students will become familiar with a variety of theorists who have shaped the profession and incorporate relevant theories into program planning and assessment.

- **AHE-635 The American College/University Student**

Credits:

3.00

Description:

The course is an in-depth examination of post-secondary students at all levels utilizing available statistics and other resources to describe various campus cultures and explore student attitudes toward society in general and the post-secondary experience in particular. Focus is given to exploring trends and changes in the enrollment characteristics of college students and addressing the attitudes and values of campus sub groups and cultures. Consideration is given to methods of locating resources on students and to measuring the effect of post-secondary education.

- **AHE-640 Reading & Research**

Credits:

3.00

Description:

This course provides an opportunity for students to research a topic of special interest in higher education and write a related comprehensive research paper that integrates scholarly resources on the topic. The course enables students to gain research competence in a selected area of interest relative to the field of higher education.

- **AHE-642 College and University Culture**

Credits:

3.00

Description:

The purpose of this course is to provide students with an overview of college and university cultures in American higher education. Students will gain an understanding of the properties of campus culture, including norms of behavior, values, stories, physical artifacts, sagas, myths, symbols, and architecture, all of which guide and shape institutional behavior. In addition, students will examine the cultural norms of behavior of various institutional stakeholders - faculty, staff, students, and administrators - and develop an understanding of how campus culture affects each of these groups. In order to become more familiar with the ethos of institutional functioning and behavior, students will conduct a small-scale independent research project, employing qualitative research techniques, to investigate and analyze a particular campus subculture.

- **AHE-643 Leadership in Higher Education**

Credits:

3.00

Description:

The purpose of this course is to introduce students to leadership characteristics and theories in higher education. The course examines various leadership styles endemic to the college and university environment, focusing on those relevant to the president, vice presidents, department chairs, deans, faculty, and students. Trait-factor, group, transformational, situational, and other theories of leadership are explored in the context of team-building, participatory decision-making, staff development, resource allocation, and future planning.

- **AHE-645 Practicum in Administration**

Credits:

3.00

Description:

The practicum experience provides for the practical application of administrative skills in an appropriate field placement under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the higher education environment. Students will apply theories learned in the classroom to a wide array of professional projects. Students enrolled in the course will meet as a class to discuss practicum-related issues.

- **AHE-647 Critical Issues in Higher Education**

Credits:

3.00

Description:

In-depth research into and discussion of a range of pressing issues and problems such as affirmative action, executive compensation, international higher education and globalization, online/distance learning, for-profit higher education, and Internet issues. The goal of this course is to help students gain a general knowledge of some of the most salient higher education issues in the United States and develop skills to analyze and manage emerging issues they may encounter as professionals in the field.

- **AHE-648 Research in Higher Education**

Credits:

3.00

Description:

This course provides the knowledge and skills necessary for locating sources of information and doing effective descriptive research in higher education. Students will design and execute field research on structures and problems of specific post-secondary institutions.

- **AHE-649 History of Higher Education**

Credits:

3.00

Description:

This course examines the development of institutions and practices of higher education from their medieval origins to the present, concentrating on the American experience and identifying key trends in theory, organizations curriculum, and sociology. Not offered on a regular basis.

- **AHE-910 AHE Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

2014-2015 Archived Catalog Information

Clinical Psychology

PhD Program in Clinical Psychology

Suffolk University's doctoral program in Clinical Psychology provides training in both psychological research and practice. The goal is to prepare students to be competent professionals in clinical psychology who may function in a variety of professional settings including academic, research, clinical, and community.

The program also offers elective study in neuropsychology or clinical child psychology. Students may opt to pursue additional learning and mentoring outside the classroom in a variety of areas such as cultural diversity, community psychology, life span development, health psychology, acceptance and mindfulness, or teaching through research mentoring and clinical placements (when available).

View the Federally Mandated [Gainful Employment Disclosure for the Post-Doctoral Respecialization Certificate in Clinical Psychology](#).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Required Courses](#)
- [Requirements](#)
- [Courses](#)

The Program in Clinical Psychology consists of a minimum of five years of full-time study. Please feel free to consult the Program Manual on the [Doctoral Student Resources Page](#) for more detailed information on all of these points. The requirements are as follows:

1. Completion of 72 credits

There are 24 (3-credit) courses and 2 required labs to be completed within the first three years of the program for full-time students. A full-time course load is 12 credits.

2. Completion of practicum experiences

Two years of practicum experience are required of our doctoral students beginning in their second academic year; a third year is optional, but recommended. Students receive weekly supervision by professionals at their practicum sites and attend a weekly practicum seminar at Suffolk where

they are able to integrate their practical experiences and educational training within the program. Students receive extensive individual supervision that is consistent with the student's level of training, contact hours, and case load.

3. **Completion of teaching assistantships**

The curriculum requires all students to participate as Teaching Apprentices (TA) for the first four semesters of their graduate study. TAs are paired with advanced graduate student lecturers and professors to receive mentorship and experience in a broad-range of teaching-related skills. Students are not paid to serve as TAs; the responsibilities associated with the position are designed to prepare students for potential careers as instructors/professors or other forms of scholarship. In addition, there are orientation and teaching training seminars offered during the first four semesters of graduate studies which all TAs must attend. The seminars are designed to provide instrumental and interpersonal support for students as they build teaching and presentation skills.

4. **Early Research Project**

Students are not admitted into the Clinical Psychology Program for a terminal master's degree. A master's degree is granted, however, usually after the second year, once the student has completed 48 credits of course work and the Early Research Project. These projects provide students with an opportunity to apply the knowledge gained in research and statistics courses by pursuing research under the supervision of a faculty member who serves as the research mentor; on the recommendation of this mentor, students will deliver an oral presentation to the department and submit a written report on their research project.

5. **Comprehensive examination**

All students are expected to complete the department's clinical comprehensive examination during the third academic year and following successful completion of Prac 1A, 1B & 2A. The student must be making successful satisfactory progress in Prac 2B in order to sit for the exam. The examination consists of a written case report (students choose a therapy case, a psychological assessment case, or a neuropsychological assessment case) and an oral defense of the report and work with the client. The comprehensive examination must be satisfactorily completed for the students to participate in the APPIC pre-doctoral internship match. The director of clinical training will not approve any internship placement nor complete any forms related to internship application of placement until the comprehensive examination has been passed.

6. **A doctoral dissertation**

The dissertation is conceptualized as an original empirical project that makes a substantive contribution to the knowledge base of clinical psychology. A research mentor and a doctoral committee that consists of two other members of the research faculty supervise the dissertation. The committee is responsible for approving the proposal, overseeing data collection and analysis, and reviewing the final written draft. The doctoral committee must approve the formal dissertation and a departmental oral defense must also be completed. The oral proposal meeting must be successfully completed and the proposal document must be approved by the doctoral committee for students to receive permission to apply for internship.

7. **An internship**

Doctoral students shall complete an APA and APPIC approved pre-doctoral internship. These are typically one year of full time training (at least 1600 hours). In order to apply for a pre-doctoral internship, students must have successfully completed the Early Research Project, submitted the dissertation literature review, passed the clinical comprehensive examination, and successfully completed the dissertation proposal. Additionally, a minimum of 72 credits must have been completed with satisfactory grades before the student may apply for a pre-doctoral internship, including:

- **PSYCH-705 Assessment I**

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The seminar aims to introduce you to the theory and practice of evidence-based social, emotional and behavioral assessment. To this end, specific issues we will cover include psychometric theory, cognitive abilities/intelligence testing, some classic assessment controversies, strengths and weaknesses of various assessment approaches, ethical and cultural issues, and the psychological assessment of children.

- **PSYCH-706 Assessment II**

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The goal of this course is to serve as a foundation for clinical practice and research activity in the important area of clinical neuropsychological assessment and psychological assessment. It serves to introduce the student to the techniques, methods and theories relevant to the practice of neuropsychological and psychological assessment. The course can roughly be divided into two halves. In the first half general technique, theory, and individual statistics will be covered. This will start with the procedures for the clinical neuropsychological examination, including the interview, preparation of the patient, and selection of instruments. The nature and structure of cognition, factor structure of the neuropsychological battery, and a theory of brain-behavior relationships will be covered. This will be followed by coverage of statistics as applied to assessment, that is, the difference between the inferential form of statistics students are used to (group statistics) and the probabilistic form (individual) of statistics useful in assessment. Subsequent focus will be on clinical decision-making, that is, the use of test data to respond to the diagnostic and descriptive questions that are the goals of the assessment process. The first half of the class will finish with a focus on individual differences, critical to the interpretation psychological test data. The second half of the course will focus on specific cognitive functions, assessment of personality and psychopathology, and on civil and forensic contexts relevant to assessment. Normally offered yearly.

- **PSYCH-711 Scientific Writing for the Psychological Sciences**

Credits:

3.00

Description:

Provides intensive training in the process of psychology-orientated scientific writing. Topics include identifying knowledge gaps in the extant literature through a critical review of existing research, developing a strong rationale for future research, basic writing style and structure, disciplined writing practices, effective revision, and peer-review. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-716 Adult Psychopathology**

Credits:

3.00

Description:

This graduate seminar requires students to examine and respond to current thinking and controversies in the conceptualization and categorization of mental disorders generally, and adult disorders in particular. Students will acquire foundational knowledge about the diagnostic characterization, etiology, and epidemiology of the major classes of adult behavior disorders; investigate mental disorders and our current diagnostic system from a variety of different perspectives (clinical, research, biological, sociocultural, etc.); gain significant practice critically evaluating scientific research and in articulating thoughtful responses to social and behavioral research on mental disorders. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-718 Research Methods and Ethics**

Credits:

3.00

Description:

Provides students with foundational skills needed to be both a consumer and producer of psychological research. Topics covered include hypothesis and proposal generation, experimental, correlational and qualitative designs, strategies to minimize bias, measurement issues, participant selection and recruitment, data management, grantsmanship and the dissemination of findings. Ethical issues in the conduct of research are emphasized. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-719 History & Systems of Psychology**

Credits:

3.00

Description:

The purpose of this course is to trace the origin and development of psychology as a field of study from its philosophical and scientific roots to present day theories. The emphasis will be on critically examining the various systems of psychology, especially as they are translated into psychological practice, and their development in relation to sciences and societies. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-721 Evidence-Based Practice in Psychology**

Credits:

3.00

Description:

Introduces students to the concept of empirically informed clinical practice. Topics covered include the history of the evidence-based movement in psychology, an overview of the methods used in scientifically-informed clinical practice (e.g., case conceptualization, treatment planning, ongoing assessment of progress), and an introduction to specific evidence-based principles that can be used in psychotherapy (e.g., exposure therapy, behavioral activation, etc.). Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-722 Graduate Statistics in Psychology I**

Credits:

3.00

Description:

Introduces basic statistical tests such as t tests, ANOVA, correlation, regression, Chi Square, and power analysis. Students are also required to demonstrate proficiency in computer data analysis using SPSS. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-723 Graduate Statistics in Psychology II**

Prerequisites:

PSYCH-722

Credits:

3.00

Description:

Focuses on multivariate statistics and the interaction of research design and statistical analysis. Emphasis on MANOVA, multiple regression, principle components analysis/factor analysis, and logistic regression. Issues involving experimental and statistical control, multicollinearity, specification error, and nesting will be covered. Students learn basic principles of multivariate analysis, read journal articles using multivariate techniques, analyze data using each main type of analysis covered in the course, and write results and tables using APA style. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-738 Clinical Practicum & Ethics IA**

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9-10 months) at one of the selected practica sites during their second year of academic training. Students complete between 12 and 20 hours per week of placement service to include training in assessment, diagnostic interviewing and intakes, intervention, and applied research with diverse populations. Students will receive on-site supervision by licensed psychologists and other approved professionals. Students participate in a weekly practicum seminar. This didactic portion examines the legal, ethical, and professional issues currently facing psychologists in practice with diverse populations, including confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-739 Clinical Practicum & Ethics IB**

Prerequisites:

PSYCH 738

Credits:

3.00

Description:

Continuation of Practicum & Ethics IA. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-740 Clinical Supervision & Consultation IIA**

Prerequisites:

PSYCH 738, PSYCH 739.

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9 to 10 months) at one of the selected practica sites during their third year of academic training. Students complete approximately 20 hours per week of placement service to include assessment, intervention, and consultation with diverse populations. Students receive on-site supervision by licensed psychologists and other approved professionals. All students will concurrently participate in practicum seminars taught by Suffolk University faculty. The didactic supplement provides a foundation in developing students' knowledge in the areas of consultation and supervision along with continued training in cultural and individual diversity. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-741 Clinical Supervision & Consultation IIB**

Prerequisites:

Psych 738, 739 and 740

Credits:

3.00

Description:

Continuation of Practicum 2A. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-764 Cognitive and Experimental Approaches to Emotion**

Credits:

3.00

Description:

Investigates theories regarding the function and experience of emotion. This course will survey the historical concepts of emotion in psychology and current theories of emotion, including motivational, cognitive and physiological aspects. The course will also describe research methods used in the study of emotion, including psychophysiology and neuroimaging, as well as clinical implications. Normally offered alternate years.

Term:

Offered Fall Term

- **PSYCH-792 Introduction to Neuropsychology**

Credits:

3.00

Description:

Introduces the specialty area of neuropsychology. Includes the scope of neuropsychology, the difference between neuropsychology and related difference and subspecialties, different historical and theoretical approaches to neuropsychology, as well as credentialing requirements for the practice of neuropsychology. Introduction to research techniques used to investigate brain-behavior relationships, ethical issues, and the role of the neuropsychologist in clinical and rehabilitation settings. Covers the nervous system, the role of neurotransmitters, brain structures and associated functions, how different instruments are used to assess those functions, and how neuropsychological interventions are formulated and implemented. Normally offered yearly.

Term:

Offered Fall Term

as well as the additional intervention, diversity, social bases, and developmental requirements. The pre-doctoral internship may take place at an APA-approved site or at a site that has written approval of the Director of Clinical Training and meets all of the requirements as defined in the Program Manual.

2014-2015 Archived Catalog Information

Clinical Psychology

PhD Program in Clinical Psychology

Suffolk University's doctoral program in Clinical Psychology provides training in both psychological research and practice. The goal is to prepare students to be competent professionals in clinical psychology who may function in a variety of professional settings including academic, research, clinical, and community.

The program also offers elective study in neuropsychology or clinical child psychology. Students may opt to pursue additional learning and mentoring outside the classroom in a variety of areas such as cultural diversity, community psychology, life span development, health psychology, acceptance and mindfulness, or teaching through research mentoring and clinical placements (when available).

View the Federally Mandated [Gainful Employment Disclosure for the Post-Doctoral Respecialization Certificate in Clinical Psychology](#).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Required Courses](#)
- [Requirements](#)
- [Courses](#)

- PSYCH-705 Assessment I

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The seminar aims to introduce you to the theory and practice of evidence-based social, emotional and behavioral assessment. To this end, specific issues we will cover include psychometric theory, cognitive abilities/intelligence testing, some classic assessment controversies, strengths and weaknesses of various assessment approaches, ethical and cultural issues, and the psychological assessment of children.

• PSYCH-706 Assessment II

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The goal of this course is to serve as a foundation for clinical practice and research activity in the important area of clinical neuropsychological assessment and psychological assessment. It serves to introduce the student to the techniques, methods and theories relevant to the practice of neuropsychological and psychological assessment. The course can roughly be divided into two halves. In the first half general technique, theory, and individual statistics will be covered. This will start with the procedures for the clinical neuropsychological examination, including the interview, preparation of the patient, and selection of instruments. The nature and structure of cognition, factor structure of the neuropsychological battery, and a theory of brain-behavior relationships will be covered. This will be followed by coverage of statistics as applied to assessment, that is, the difference between the inferential form of statistics students are used to (group statistics) and the probabilistic form (individual) of statistics useful in assessment. Subsequent focus will be on clinical decision-making, that is, the use of test data to respond to the diagnostic and descriptive questions that are the goals of the assessment process. The first half of the class will finish with a focus on individual differences, critical to the interpretation psychological test data. The second half of the course will focus on specific cognitive functions, assessment of personality and psychopathology, and on civil and forensic contexts relevant to assessment. Normally offered yearly.

• PSYCH-711 Scientific Writing for the Psychological Sciences

Credits:

3.00

Description:

Provides intensive training in the process of psychology-orientated scientific writing. Topics include identifying knowledge gaps in the extant literature through a critical review of existing research, developing a strong rationale for future research, basic writing style and structure, disciplined writing

practices, effective revision, and peer-review. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-716 Adult Psychopathology**

Credits:

3.00

Description:

This graduate seminar requires students to examine and respond to current thinking and controversies in the conceptualization and categorization of mental disorders generally, and adult disorders in particular. Students will acquire foundational knowledge about the diagnostic characterization, etiology, and epidemiology of the major classes of adult behavior disorders; investigate mental disorders and our current diagnostic system from a variety of different perspectives (clinical, research, biological, sociocultural, etc.); gain significant practice critically evaluating scientific research and in articulating thoughtful responses to social and behavioral research on mental disorders. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-718 Research Methods and Ethics**

Credits:

3.00

Description:

Provides students with foundational skills needed to be both a consumer and producer of psychological research. Topics covered include hypothesis and proposal generation, experimental, correlational and qualitative designs, strategies to minimize bias, measurement issues, participant selection and recruitment, data management, grantsmanship and the dissemination of findings. Ethical issues in the conduct of research are emphasized. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-719 History & Systems of Psychology**

Credits:

3.00

Description:

The purpose of this course is to trace the origin and development of psychology as a field of study from its philosophical and scientific roots to present day theories. The emphasis will be on critically examining the various systems of psychology, especially as they are translated into psychological practice, and their development in relation to sciences and societies. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-721 Evidence-Based Practice in Psychology**

Credits:

3.00

Description:

Introduces students to the concept of empirically informed clinical practice. Topics covered include the history of the evidence-based movement in psychology, an overview of the methods used in scientifically-informed clinical practice (e.g., case conceptualization, treatment planning, ongoing assessment of progress), and an introduction to specific evidence-based principles that can be used in psychotherapy (e.g., exposure therapy, behavioral activation, etc.). Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-722 Graduate Statistics in Psychology I**

Credits:

3.00

Description:

Introduces basic statistical tests such as t tests, ANOVA, correlation, regression, Chi Square, and power analysis. Students are also required to demonstrate proficiency in computer data analysis using SPSS. Normally offered yearly.

Term:

Offered Fall Term

• PSYCH-723 Graduate Statistics in Psychology II

Prerequisites:

PSYCH-722

Credits:

3.00

Description:

Focuses on multivariate statistics and the interaction of research design and statistical analysis. Emphasis on MANOVA, multiple regression, principle components analysis/factor analysis, and logistic regression. Issues involving experimental and statistical control, multicollinearity, specification error, and nesting will be covered. Students learn basic principles of multivariate analysis, read journal articles using multivariate techniques, analyze data using each main type of analysis covered in the course, and write results and tables using APA style. Normally offered yearly.

Term:

Offered Spring Term

• PSYCH-738 Clinical Practicum & Ethics IA

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9-10 months) at one of the selected practica sites during their second year of academic training. Students complete between 12 and 20 hours per week of placement service to include training in assessment, diagnostic interviewing and intakes, intervention, and applied research with diverse populations. Students will receive on-site supervision by licensed

psychologists and other approved professionals. Students participate in a weekly practicum seminar. This didactic portion examines the legal, ethical, and professional issues currently facing psychologists in practice with diverse populations, including confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-739 Clinical Practicum & Ethics IB**

Prerequisites:

PSYCH 738

Credits:

3.00

Description:

Continuation of Practicum & Ethics IA. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-740 Clinical Supervision & Consultation IIA**

Prerequisites:

PSYCH 738, PSYCH 739.

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9 to 10 months) at one of the selected practica sites during their third year of academic training. Students complete approximately 20 hours per week of placement service to include assessment, intervention, and consultation with diverse populations. Students receive on-site supervision by licensed psychologists and other approved professionals. All students will

concurrently participate in practicum seminars taught by Suffolk University faculty. The didactic supplement provides a foundation in developing students' knowledge in the areas of consultation and supervision along with continued training in cultural and individual diversity. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-741 Clinical Supervision & Consultation IIB**

Prerequisites:

Psych 738, 739 and 740

Credits:

3.00

Description:

Continuation of Practicum 2A. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-764 Cognitive and Experimental Approaches to Emotion**

Credits:

3.00

Description:

Investigates theories regarding the function and experience of emotion. This course will survey the historical concepts of emotion in psychology and current theories of emotion, including motivational, cognitive and physiological aspects. The course will also describe research methods used in the study of emotion, including psychophysiology and neuroimaging, as well as clinical implications. Normally offered alternate years.

Term:

Offered Fall Term

- **PSYCH-792 Introduction to Neuropsychology**

Credits:

3.00

Description:

Introduces the specialty area of neuropsychology. Includes the scope of neuropsychology, the difference between neuropsychology and related difference and subspecialties, different historical and theoretical approaches to neuropsychology, as well as credentialing requirements for the practice of neuropsychology. Introduction to research techniques used to investigate brain-behavior relationships, ethical issues, and the role of the neuropsychologist in clinical and rehabilitation settings. Covers the nervous system, the role of neurotransmitters, brain structures and associated functions, how different instruments are used to assess those functions, and how neuropsychological interventions are formulated and implemented. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-L718 Clinical Psychology Lab I**

Credits:

0.00

Description:

Provides students enrolled in the Ph.D. program in Clinical Psychology an extended introduction and orientation to the program and to the field of clinical psychology. Enrollment by invitation of the DCT only. The lab will be graded P/F. Offered yearly.

Term:

Offered Spring Term

- **PSYCH-L720 Clinical Psychology Lab II**

Credits:

0.00

Description:

Continues the orientation and early skill development of students enrolled in the Ph.D. program in Clinical Psychology. Provides a lab experience within which to explore and develop initial skills preparatory for practicum experience in year 2. Enrollment by invitation of the DCT only. This lab will be graded P/F. Offered yearly.

Term:

Offered Spring Term

Choose one from the following to fulfill the second Intervention requirement:

- **PSYCH-714 Dialectical Behavior Therapy**

Credits:

3.00

Description:

In this psychotherapy seminar, students will learn about dialectical behavior therapy (DBT), an evidence-based treatment for borderline personality disorder (BPD). Students will gain knowledge and experience (via role-plays) in behavioral assessment and in all modes of DBT, including individual therapy, group skills training, telephone coaching, and consultation team. Students will explore the theoretical bases of the treatment, as well as gain knowledge of the empirical basis for DBT's use with various patient populations, including BPD, opioid dependent, chronically suicidal/self-harming, and other populations (inpatients, bipolar disorder, friends and family of seriously mentally ill, etc.). Normally offered alternate years.

Term:

Offered Fall Term

- **PSYCH-735 Group Therapy**

Credits:

3.00

Description:

This course covers group formats of therapeutic exchange and interpersonal skills training, from a variety of theoretical orientations and evidence-based practices.

Term:

Occasional

- **PSYCH-774 Child Therapy**

Credits:

3.00

Description:

Examines the principles and practice of psychotherapy with children and adolescents. Delineates the similarities and differences between evidence based intervention approaches with youth as well as the various theoretical perspectives to which they are related. Normally offered alternate years.

Term:

Occasional

- **PSYCH-779 Acceptance-Based Behavioral Therapy Psychotherapy**

Credits:

3.00

Description:

Examines the contemporary movement integrating acceptance (willingness to experience thoughts, emotions, physiological sensations and images) and mindfulness (intentional and non-judgmental awareness of the present moment) into traditional cognitive and behavioral approaches to case formulation and treatment. Topics include analysis and discussion of the theoretical underpinnings of this movement, examination of specific emerging therapies, and exploration of the application of these therapies to a variety of clinical problems. Normally offered alternate years.

Term:

Offered Fall Term

Choose one from the following to fulfill the Diversity requirement:

- **PSYCH-712 Multicultural Psychology**

Prerequisites:

Graduate course for Psychology Ph.D. program, approved by department.

Credits:

3.00

Description:

Introduces students to multicultural issues relevant to psychology. Covers a broad range of cultural diversity (sex, age, race, ethnicity, language, religion, sexual orientations, etc.) topics to highlight the role of culture in understanding human behavior and health-related issues. This course intends to strengthen students' multicultural knowledge, sensitivity, and competence in research/professional practice through their exposure to various theoretical/empirical perspectives, media, experiential exercises, etc. Students will acquire in-depth awareness of self and others' worldviews and a better insight into immigrants/minority groups, privilege/oppression, health care access/disparity issues, interpersonal relationship, community health and well being domains.

Term:

Offered Spring Term

- **PSYCH-729 Social Justice, Race, & Ethnicity**

Credits:

3.00

Description:

Investigates race and ethnicity as ideological categories that both inform group identity and reproduce social inequalities. The course begins with an overview of the social and historical forces that developed these categories, with a focus on some of the major ethnic groups in the United States. Explores historical and contemporary roles played by psychologists around these issues. Students learn how to individually and collectively avoid perpetuating injustices in the science and practice of psychology. Course topics exemplify how race and ethnicity are inextricably linked to other identity categories, especially gender, class, and sexual identity. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-734 Multicultural Perspectives on Development**

Credits:

3.00

Description:

A multicultural examination of child and adolescent development in the US. Major developmental tasks (e.g., forming identities, developing emotion regulation strategies, building academic cognitive & social skills) will be examined using both emic (within-group) and etic (cross-cultural) research. Throughout the course, theoretical frameworks emphasizing the ecological and cultural contexts of development will be applied to explore contemporary social and mental health issues related to development and culture (e.g., immigrant adolescent mental health outcomes, ethnic academic achievement gaps). Normally offered alternate years.

Term:

Offered Spring Term

Choose one from the following to fulfill the Social Bases requirement:

- **PSYCH-732 Social Bases of Behavior and Experience**

Credits:

3.00

Description:

Introduces students to the social bases of behavior and experience through examination of some traditional topics from the field of social psychology. These include: social cognition; self-knowledge; self-presentation; attitude formation and change; attraction and close relations; altruism; aggression; prejudice and stereotypes; and group dynamics. In addition, the course may include discussion of cross-cultural approaches to healing and the relationship between culture and mental health. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-768 Social Psychology and the Family**

Credits:

3.00

Description:

Focuses on the applications of basic social psychological principles in relation to the family. Topics include social cognition, social influence, altruism, aggression, interpersonal attraction and intimacy. Family processes and dynamics, family structural and systems theories, and family related issues of social and cultural diversity are also covered. Communication and persuasion, cognitive dissonance, and attribution are addressed. Normally offered alternate years.

Term:

Offered Spring Term

Choose one from the following to fulfill the Developmental requirement:

- **PSYCH-734 Multicultural Perspectives on Development**

Credits:

3.00

Description:

A multicultural examination of child and adolescent development in the US. Major developmental tasks (e.g., forming identities, developing emotion regulation strategies, building academic cognitive & social skills) will be examined using both emic (within-group) and etic (cross-cultural) research. Throughout the course, theoretical frameworks emphasizing the ecological and cultural contexts of development will be applied to explore contemporary social and mental health issues related to development and culture (e.g., immigrant adolescent mental health outcomes, ethnic academic achievement gaps). Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-748 Developmental Psychopathology**

Credits:

3.00

Description:

Examines child and adolescent psychopathology from an empirically-based developmental perspective. Reviews major developmental theories to elucidate the role of development in understanding the etiology and diagnosis of DSM-IV-TR disorders. Also focuses on theoretical and empirical literature in developmental psychopathology. Changes in the incidence rates of internalizing (e.g., depression, anxiety) and externalizing disorders (e.g., conduct disorder, attention deficit/ hyperactivity disorder) are addressed. Disorders affecting both behavioral and mental functioning (e.g., autism) are included. Family, peer, and contextual/environmental influences are also covered. Normally offered yearly.

Term:

Offered Fall Term

Choose 5 additional elective courses.

Full-time students must complete 72 credits by the end of the third year of study.

PSYCH-772 Teaching of Psychology is a prerequisite for teaching as a graduate student lecturer in the department.

- **PSYCH-772 The Teaching of Psychology**

Credits:

3.00

Description:

Examines current theory and research on effective teaching of psychology. Surveys a variety of teaching techniques, tools, and methods for leading discussions, lecturing, assessment, and grading. Additional topics include: learning styles in the classroom, student diversity, development of critical thinking, and ethics in college teaching. Normally offered alternate years.

Term:

Offered Spring Term

2014-2015 Archived Catalog Information

Clinical Psychology

PhD Program in Clinical Psychology

Suffolk University's doctoral program in Clinical Psychology provides training in both psychological research and practice. The goal is to prepare students to be competent professionals in clinical psychology who may function in a variety of professional settings including academic, research, clinical, and community.

The program also offers elective study in neuropsychology or clinical child psychology. Students may opt to pursue additional learning and mentoring outside the classroom in a variety of areas such as cultural diversity, community psychology, life span development, health psychology, acceptance and mindfulness, or teaching through research mentoring and clinical placements (when available).

View the Federally Mandated [Gainful Employment Disclosure for the Post-Doctoral Respecialization Certificate in Clinical Psychology](#).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Required Courses](#)
- [Requirements](#)
- [Courses](#)

Course requirements for the Respecialization Certificate are met in two ways:

1. First, students may request that a program requirement be waived because they have taken a similar course during previous doctoral training. By May 1st of the summer before a candidate's start date, he or she must complete and submit the respecialization program planning sheet to the director of clinical training, which can be found on the departmental website under [Curriculum Documents](#).

Students need to provide an official copy of their transcript and copies of syllabi for each course to be considered for exemption. Students must have a minimum grade of "B" or a "Pass" in the case of Pass/Fail courses to satisfy course requirements. The director of clinical training reviews the courses in collaboration with the director of undergraduate and graduate studies, department chair, and faculty who teach the relevant courses. Although we

are committed to reviewing these requests as quickly as possible, please allow at least 4 weeks for decisions regarding transfer credit requests to be made by the faculty. In order to ensure that the core clinical content of the curriculum is provided, students may not transfer in psychopathology, assessment, or treatment courses.

2. Second, students will take the remaining courses that are needed to fulfill the program requirements, typically involving psychopathology, assessment, and treatment, and any outstanding 'bases' courses required for licensure e.g., a course in social bases of behavior. The student should work with the director of clinical training and his or her program advisor to determine an individualized plan of study, which is retained in the student's record. This plan will list the remaining courses a student needs to take to meet remaining course requirements.

2014-2015 Archived Catalog Information

Clinical Psychology

PhD Program in Clinical Psychology

Suffolk University's doctoral program in Clinical Psychology provides training in both psychological research and practice. The goal is to prepare students to be competent professionals in clinical psychology who may function in a variety of professional settings including academic, research, clinical, and community.

The program also offers elective study in neuropsychology or clinical child psychology. Students may opt to pursue additional learning and mentoring outside the classroom in a variety of areas such as cultural diversity, community psychology, life span development, health psychology, acceptance and mindfulness, or teaching through research mentoring and clinical placements (when available).

View the Federally Mandated [Gainful Employment Disclosure for the Post-Doctoral Respecialization Certificate in Clinical Psychology](#).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Required Courses](#)
- [Requirements](#)
- [Courses](#)

- PSYCH-000 Advanced Dissertation Residency

Credits:

0.00

Description:

Provides full-time enrollment status for students who have completed all content courses, and who are working on dissertations, but who are not on internship. At the discretion of the DCT, a practicum course may be taken concurrently with Psych 000. This course is NG (not graded).

Term:

Offered Both Fall and Spring

- **PSYCH-001 Early Research Project Continuation**

Credits:

0.00

Description:

Provides full-time enrollment status for students whose ERPs are one or more semesters overdue. At the discretion of the DCT, a single practicum course may be taken concurrently with Psych 001.

Term:

Offered Both Fall and Spring

- **PSYCH-703 Etiology and Treatment of Anxiety and Related Disorders**

Credits:

3.00

Description:

This course focuses on the origins, maintenance, and treatment of anxiety and related disorders (e.g., depressive and trauma and stressor-related disorders). The class utilizes a cognitive-behavioral theoretical perspective to explore the development and treatment of anxiety and related disorders. Consistent with the introduction of unified cognitive-behavioral therapy (CBT) protocols for the treatment of emotional disorders, this course uses a transdiagnostic framework to highlight shared etiological and treatment mechanisms common across anxiety and related disorders. Emphasis will be placed on the integration of theory and empirical findings into the application of clinical skills for the treatment of adults with these disorders.

- **PSYCH-705 Assessment I**

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The seminar aims to introduce you to the theory and practice of evidence-based social, emotional and behavioral assessment. To this end, specific issues we will cover include psychometric theory, cognitive abilities/intelligence testing, some classic assessment controversies, strengths and weaknesses of various assessment approaches, ethical and cultural issues, and the psychological assessment of children.

- **PSYCH-706 Assessment II**

Prerequisites:

Restricted to PhD students only.

Credits:

3.00

Description:

The goal of this course is to serve as a foundation for clinical practice and research activity in the important area of clinical neuropsychological assessment and psychological assessment. It serves to introduce the student to the techniques, methods and theories relevant to the practice of neuropsychological and psychological assessment. The course can roughly be divided into two halves. In the first half general technique, theory, and individual statistics will be covered. This will start with the procedures for the clinical neuropsychological examination, including the interview, preparation of the patient, and selection of instruments. The nature and structure of cognition, factor structure of the neuropsychological battery, and a theory of brain-behavior relationships will be covered. This will be followed by coverage of statistics as applied to assessment, that is, the difference between the inferential form of statistics students are used to (group statistics) and the probabilistic form (individual) of statistics useful in assessment. Subsequent focus will be on clinical decision-making, that is, the use of test data to respond to the diagnostic and descriptive questions that are the goals of the assessment process. The first half of the class will finish with a focus on individual differences, critical to the interpretation psychological test data. The second half of the course will focus on specific cognitive functions, assessment of personality and psychopathology, and on civil and forensic contexts relevant to assessment. Normally offered yearly.

- **PSYCH-711 Scientific Writing for the Psychological Sciences**

Credits:

3.00

Description:

Provides intensive training in the process of psychology-orientated scientific writing. Topics include identifying knowledge gaps in the extant literature through a critical review of existing research, developing a strong rationale for future research, basic writing style and structure, disciplined writing practices, effective revision, and peer-review. Normally offered yearly.

Term:

Offered Spring Term

• **PSYCH-712 Multicultural Psychology**

Prerequisites:

Graduate course for Psychology Ph.D. program, approved by department.

Credits:

3.00

Description:

Introduces students to multicultural issues relevant to psychology. Covers a broad range of cultural diversity (sex, age, race, ethnicity, language, religion, sexual orientations, etc.) topics to highlight the role of culture in understanding human behavior and health-related issues. This course intends to strengthen students' multicultural knowledge, sensitivity, and competence in research/professional practice through their exposure to various theoretical/empirical perspectives, media, experiential exercises, etc. Students will acquire in-depth awareness of self and others' worldviews and a better insight into immigrants/minority groups, privilege/oppression, health care access/disparity issues, interpersonal relationship, community health and well being domains.

Term:

Offered Spring Term

• **PSYCH-714 Dialectical Behavior Therapy**

Credits:

3.00

Description:

In this psychotherapy seminar, students will learn about dialectical behavior therapy (DBT), an evidence-based treatment for borderline personality disorder (BPD). Students will gain knowledge and experience (via role-plays) in behavioral assessment and in all modes of DBT, including individual therapy, group skills training, telephone coaching, and consultation team. Students will explore the theoretical bases of the treatment, as well as gain knowledge of the empirical basis for DBT's use with various patient populations, including BPD, opioid dependent, chronically suicidal/self-harming, and other populations (inpatients, bipolar disorder, friends and family of seriously mentally ill, etc.). Normally offered alternate years.

Term:

Offered Fall Term

• PSYCH-715 Psychological Trauma

Credits:

3.00

Description:

This graduate level course is designed to provide students with a solid foundation in the clinical and empirical literature on psychological trauma. Through readings, films, and class discussion we will explore a range of topics including: 1) definitions and the nature of psychological trauma (e.g., the boundary conditions of trauma and the diversity of potentially traumatic events); 2) immediate and long-term consequences of exposure to traumatic events with a particular emphasis on post-traumatic stress disorder (PTSD), but also other forms of psychopathology as well as resilience and growth following exposure to trauma; 3) conceptual models of the impact of trauma and etiological models of PTSD; and 4) treatment approaches targeting psychological distress that develops as the result of exposure to trauma with a particular emphasis on empirically supported treatments for PTSD.

Term:

Offered Spring Term

• PSYCH-716 Adult Psychopathology

Credits:

3.00

Description:

This graduate seminar requires students to examine and respond to current thinking and controversies in the conceptualization and categorization of mental disorders generally, and adult disorders in particular. Students will acquire foundational knowledge about the diagnostic characterization, etiology, and epidemiology of the major classes of adult behavior disorders; investigate mental disorders and our current diagnostic system from a variety of different perspectives (clinical, research, biological, sociocultural, etc.); gain significant practice critically evaluating scientific research and in articulating thoughtful responses to social and behavioral research on mental disorders. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-717 Adult Assessment**

Prerequisites:

PSYCH 716

Credits:

3.00

Description:

Focuses on adult clinical assessment within the context of the current Diagnostic and Statistical Manual. Emphasis on the principles and theories of psychological diagnosis. Methods covered in the course include intelligence testing, objective personality assessment methods, and projective personality/emotional assessment methods. Professional presentation of psychological test results, report writing, and case presentation will also be covered. Emphasis will also be placed on integration of interview and historical data with the results of objective/projective psychological test results. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-718 Research Methods and Ethics**

Credits:

3.00

Description:

Provides students with foundational skills needed to be both a consumer and producer of psychological research. Topics covered include hypothesis and proposal generation, experimental, correlational and qualitative designs, strategies to minimize bias, measurement issues, participant selection and recruitment, data management, grantsmanship and the dissemination of findings. Ethical issues in the conduct of research are emphasized. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-L718 Clinical Psychology Lab I**

Credits:

0.00

Description:

Provides students enrolled in the Ph.D. program in Clinical Psychology an extended introduction and orientation to the program and to the field of clinical psychology. Enrollment by invitation of the DCT only. The lab will be graded P/F. Offered yearly.

Term:

Offered Spring Term

- **PSYCH-719 History & Systems of Psychology**

Credits:

3.00

Description:

The purpose of this course is to trace the origin and development of psychology as a field of study from its philosophical and scientific roots to present day theories. The emphasis will be on critically examining the various systems of psychology, especially as they are translated into psychological practice, and their development in relation to sciences and societies. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-L720 Clinical Psychology Lab II**

Credits:

0.00

Description:

Continues the orientation and early skill development of students enrolled in the Ph.D. program in Clinical Psychology. Provides a lab experience within which to explore and develop initial skills preparatory for practicum experience in year 2. Enrollment by invitation of the DCT only. This lab will be graded P/F. Offered yearly.

Term:

Offered Spring Term

- **PSYCH-721 Evidence-Based Practice in Psychology**

Credits:

3.00

Description:

Introduces students to the concept of empirically informed clinical practice. Topics covered include the history of the evidence-based movement in psychology, an overview of the methods used in scientifically-informed clinical practice (e.g., case conceptualization, treatment planning, ongoing assessment of progress), and an introduction to specific evidence-based principles that can be used in psychotherapy (e.g., exposure therapy, behavioral activation, etc.). Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-722 Graduate Statistics in Psychology I**

Credits:

3.00

Description:

Introduces basic statistical tests such as t tests, ANOVA, correlation, regression, Chi Square, and power analysis. Students are also required to demonstrate proficiency in computer data analysis using SPSS. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-723 Graduate Statistics in Psychology II**

Prerequisites:

PSYCH-722

Credits:

3.00

Description:

Focuses on multivariate statistics and the interaction of research design and statistical analysis. Emphasis on MANOVA, multiple regression, principle components analysis/factor analysis, and logistic regression. Issues involving experimental and statistical control, multicollinearity, specification error, and nesting will be covered. Students learn basic principles of multivariate analysis, read journal articles using multivariate techniques, analyze data using each main type of analysis covered in the course, and write results and tables using APA style. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-729 Social Justice, Race, & Ethnicity**

Credits:

3.00

Description:

Investigates race and ethnicity as ideological categories that both inform group identity and reproduce social inequalities. The course begins with an overview of the social and historical forces that developed these categories, with a focus on some of the major ethnic groups in the United States. Explores historical and contemporary roles played by psychologists around these issues. Students learn how to individually and collectively avoid

perpetuating injustices in the science and practice of psychology. Course topics exemplify how race and ethnicity are inextricably linked to other identity categories, especially gender, class, and sexual identity. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-732 Social Bases of Behavior and Experience**

Credits:

3.00

Description:

Introduces students to the social bases of behavior and experience through examination of some traditional topics from the field of social psychology. These include: social cognition; self-knowledge; self-presentation; attitude formation and change; attraction and close relations; altruism; aggression; prejudice and stereotypes; and group dynamics. In addition, the course may include discussion of cross-cultural approaches to healing and the relationship between culture and mental health. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-734 Multicultural Perspectives on Development**

Credits:

3.00

Description:

A multicultural examination of child and adolescent development in the US. Major developmental tasks (e.g., forming identities, developing emotion regulation strategies, building academic cognitive & social skills) will be examined using both emic (within-group) and etic (cross-cultural) research. Throughout the course, theoretical frameworks emphasizing the ecological and cultural contexts of development will be applied to explore contemporary social and mental health issues related to development and culture (e.g., immigrant adolescent mental health outcomes, ethnic academic achievement gaps). Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-735 Group Therapy**

Credits:

3.00

Description:

This course covers group formats of therapeutic exchange and interpersonal skills training, from a variety of theoretical orientations and evidence-based practices.

Term:

Occasional

- **PSYCH-738 Clinical Practicum & Ethics IA**

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9-10 months) at one of the selected practica sites during their second year of academic training. Students complete between 12 and 20 hours per week of placement service to include training in assessment, diagnostic interviewing and intakes, intervention, and applied research with diverse populations. Students will receive on-site supervision by licensed psychologists and other approved professionals. Students participate in a weekly practicum seminar. This didactic portion examines the legal, ethical, and professional issues currently facing psychologists in practice with diverse populations, including confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-739 Clinical Practicum & Ethics IB**

Prerequisites:

PSYCH 738

Credits:

3.00

Description:

Continuation of Practicum & Ethics IA. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-740 Clinical Supervision & Consultation IIA**

Prerequisites:

PSYCH 738, PSYCH 739.

Credits:

3.00

Description:

Doctoral students complete an academic year of placement service (9 to 10 months) at one of the selected practica sites during their third year of academic training. Students complete approximately 20 hours per week of placement service to include assessment, intervention, and consultation with diverse populations. Students receive on-site supervision by licensed psychologists and other approved professionals. All students will concurrently participate in practicum seminars taught by Suffolk University faculty. The didactic supplement provides a foundation in developing students' knowledge in the areas of consultation and supervision along with continued training in cultural and individual diversity. Normally offered every fall semester.

Term:

Offered Fall Term

- **PSYCH-741 Clinical Supervision & Consultation IIB**

Prerequisites:

Psych 738, 739 and 740

Credits:

3.00

Description:

Continuation of Practicum 2A. Normally offered every spring semester.

Term:

Offered Spring Term

- **PSYCH-746 Child Assessment Diagnosis & Assessment of Children**

Credits:

3.00

Description:

Reviews principles and techniques of diagnosis and assessment of children, including the DSM IV, cognitive screening, intelligence, personality, and projective tests. May also include an introduction to specialized cognitive, educational, and vocational testing. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-747 Adult Neuropsychological Assessment**

Credits:

3.00

Description:

Reviews principles and techniques of neuropsychological assessment of adults. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-748 Developmental Psychopathology**

Credits:

3.00

Description:

Examines child and adolescent psychopathology from an empirically-based developmental perspective. Reviews major developmental theories to elucidate the role of development in understanding the etiology and diagnosis of DSM-IV-TR disorders. Also focuses on theoretical and empirical literature in developmental psychopathology. Changes in the incidence rates of internalizing (e.g., depression, anxiety) and externalizing disorders (e.g., conduct disorder, attention deficit/ hyperactivity disorder) are addressed. Disorders affecting both behavioral and mental functioning (e.g., autism) are included. Family, peer, and contextual/environmental influences are also covered. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-751 Psychopharmacology**

Credits:

3.00

Description:

Presents students with an introduction to the field of psychopharmacology. Topics covered will include: the art of prescribing medication; the psychopharmacology of anxiety and psychotic mental disorders (including pediatric and geriatric psychopharmacology); pharmacotherapy and psychotherapy; biopsychosocial factors in drug abuse and addiction. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-764 Cognitive and Experimental Approaches to Emotion**

Credits:

3.00

Description:

Investigates theories regarding the function and experience of emotion. This course will survey the historical concepts of emotion in psychology and current theories of emotion, including motivational, cognitive and physiological aspects. The course will also describe research methods used in the study of emotion, including psychophysiology and neuroimaging, as well as clinical implications. Normally offered alternate years.

Term:

Offered Fall Term

- **PSYCH-768 Social Psychology and the Family**

Credits:

3.00

Description:

Focuses on the applications of basic social psychological principles in relation to the family. Topics include social cognition, social influence, altruism, aggression, interpersonal attraction and intimacy. Family processes and dynamics, family structural and systems theories, and family related issues of social and cultural diversity are also covered. Communication and persuasion, cognitive dissonance, and attribution are addressed. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-772 The Teaching of Psychology**

Credits:

3.00

Description:

Examines current theory and research on effective teaching of psychology. Surveys a variety of teaching techniques, tools, and methods for leading discussions, lecturing, assessment, and grading. Additional topics include: learning styles in the classroom, student diversity, development of critical thinking, and ethics in college teaching. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-774 Child Therapy**

Credits:

3.00

Description:

Examines the principles and practice of psychotherapy with children and adolescents. Delineates the similarities and differences between evidence based intervention approaches with youth as well as the various theoretical perspectives to which they are related. Normally offered alternate years.

Term:

Occasional

- **PSYCH-777 Advanced Clinical Practicum**

Prerequisites:

PSYCH 741 and approval from Director of Clinical training.

Credits:

1.00

Description:

Consent of DCT is required to enroll. Concurrent enrollment in other content courses or Psych 000 is permitted. This course is graded P/F.

Term:

Offered Both Fall and Spring

- **PSYCH-779 Acceptance-Based Behavioral Therapy Psychotherapy**

Credits:

3.00

Description:

Examines the contemporary movement integrating acceptance (willingness to experience thoughts, emotions, physiological sensations and images) and mindfulness (intentional and non-judgmental awareness of the present moment) into traditional cognitive and behavioral approaches to case formulation and treatment. Topics include analysis and discussion of the theoretical underpinnings of this movement, examination of specific emerging therapies, and exploration of the application of these therapies to a variety of clinical problems. Normally offered alternate years.

Term:

Offered Fall Term

- **PSYCH-780 Early Research Project Preparation**

Credits:

3.00- 9.00

Description:

Intended for students who are working on their Early Research Project. This course is graded P/F. Offered every semester.

Term:

Offered Both Fall and Spring

- **PSYCH-781 Comprehensive Exam Preparation**

Credits:

3.00

Description:

Intended for students who are preparing for comprehensive exams. This course is graded P/F. Offered every semester.

Term:

Offered Both Fall and Spring

- **PSYCH-782 Dissertation Proposal Preparation**

Credits:

3.00- 6.00

Description:

Intended for students who are preparing for their dissertation proposal. This course is graded P/F. Offered every semester.

Term:

Offered Both Fall and Spring

- **PSYCH-783 Dissertation Research**

Credits:

3.00- 6.00

Description:

Intended for students who are preparing for their dissertation proposal. This course is graded P/F. Offered every semester.

Term:

Offered Both Fall and Spring

- **PSYCH-790 Child Neuropsychology I**

Prerequisites:

inactive course July 27 2006 11:04am Michael Spooner

Credits:

3.00

Description:

In this course, we examine major disorders of cognitive development in children. The disorders are characterized in terms of their distinctive profiles of neuropsychological deficits and brain abnormalities. Topics to be covered include: genetic, metabolic, and toxic disorders, as well as underlying entities such as dyslexia, attention deficit hyperactivity disorder, nonverbal learning ability, and autistic spectrum disorder. The course is taught by esteemed professionals who are actively engaged in clinical practice and/or research. Held at the Boston University School of Medicine.

- **PSYCH-792 Introduction to Neuropsychology**

Credits:

3.00

Description:

Introduces the specialty area of neuropsychology. Includes the scope of neuropsychology, the difference between neuropsychology and related difference and subspecialties, different historical and theoretical approaches to neuropsychology, as well as credentialing requirements for the practice of neuropsychology. Introduction to research techniques used to investigate brain-behavior relationships, ethical issues, and the role of the neuropsychologist in clinical and rehabilitation settings. Covers the nervous system, the role of neurotransmitters, brain structures and associated functions, how different instruments are used to assess those functions, and how neuropsychological interventions are formulated and implemented. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-793 Adult Neuropsychological Syndromes**

Credits:

3.00

Description:

Provides an introduction to adult neuropsychological syndromes in terms of their prevalence, etiology, hypothesized mechanisms, and neuropsychological manifestations. Normally offered alternate years.

Term:

Offered Spring Term

- **PSYCH-795 Human Neuropsychology I**

Credits:

3.00

Description:

Researchers from the Boston Veterans Administration Hospital lecture on various topics including: neuropsychological assessment; plasticity in development; aphasia; apraxia; attention deficit disorder; aging; memory; dementia; bilingualism; epilepsy; and pain. Held at the Boston Veterans Administration Hospital in Jamaica Plain. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-796 Human Neuropsychology II**

Credits:

3.00

Description:

Continuation of PSYCH 795 at the Boston Veterans Administration Hospital in Jamaica Plain. Normally offered yearly.

Term:

Offered Spring Term

- **PSYCH-797 Functional Neuroanatomy**

Credits:

3.00

Description:

Provides students with a comprehensive overview of functional neuroanatomy, as well as an introduction to neuropathology, neuroepidemiology, and the neurobehavioral consequences of congenital and acquired neurological diseases and disorders. Teaching strategies will include lectures, human brain lab, directed readings, and neurosciences software programs. Held at Boston University School of Medicine. Normally offered yearly.

Term:

Offered Fall Term

- **PSYCH-801 Internship**

Credits:

1.00

Description:

Provides full-time enrollment status for students who are on pre-doctoral internships. This course is graded P/F.

Term:

Offered Both Fall and Spring

- **PSYCH-900 Advanced Respecialization Practicum**

Credits:

1.00

Description:

Provides full-time enrollment status for Respecialization students who have completed all content courses and who are pursuing additional practicum training prior to predoctoral internship. Consent of DCT is required to enroll. Concurrent enrollment in other courses is not permitted. This course is graded P/F.

Term:

Offered Both Fall and Spring

- **PSYCH-910 Independent Study**

Credits:

3.00- 6.00

Description:

Consists of the intensive study of one aspect of clinical psychology and/or human development in consultation with a faculty member.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

Communication

Master of Arts in Communication

The Department of Communication and Journalism offers the Master of Arts in Communication, with concentrations in Communication Studies, Public Relations and Advertising, and Integrated Marketing Communication.

Degree Requirements

In order to receive the degree of Master of Arts in Communication, a student must have completed a minimum of 36 graduate credit hours, including the requirements for his/her concentration, achieving a minimum grade point average of "B" (3.0).

Thesis Option Requirements

Students selecting the thesis option are required to complete 30 semester hours of approved coursework and present an approved research thesis (6 semester hours of thesis credit) to a graduate committee. Students must be enrolled for at least one hour of thesis credit at the time of their thesis defense.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Communication Studies Concentration](#)
- [Integrated Marketing Communication Concentration](#)
- [Public Relations and Advertising Concentration](#)
- [Accelerated Bachelor's/Master's Degree in Communication](#)
- [Courses](#)

Degree Requirements: 12 courses, 36 credits

The graduate concentration in Communication Studies consists of 12 courses (36 credits) and includes both a core of theory courses and options for electives in communication.

Required Core Courses (2 courses, 6 credits):

- **CJN-705 Communication Theory**

Credits:

3.00

Description:

An interdisciplinary examination of the development of communication theories from the classical tradition to the modern perspectives of rhetoricians, scientists, psychologists, sociologists, philosophers and others.

Term:

Offered Spring Term

Choose one of the following courses:

- **CJN-701 Applied Communication Research**

Credits:

3.00

Description:

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

Term:

Offered Fall Term

- **CJN-703 Action Research**

Credits:

3.00

Description:

Action research methods and cases are explored. Students design, research and collect data using appropriate action research for decision making and organizational change. Action research is often employed in business, nonprofit and community based organizations.

Concentration Requirements (5 courses, 15 credits):

Choose from the following courses:

- **CJN-700 Introduction to Communication**

Credits:

3.00

Description:

Introduces academic and professional analysis and writing in the field of communication.

Term:

Offered Fall Term

- **CJN-730 Rhetorical Theory**

Credits:

3.00

Description:

Course provides an extensive examination of theories of rhetoric, and the process and methods of doing rhetorical criticism, from classical Greek and Roman approaches to cutting-edge contemporary works.

Term:

Occasional

- **CJN-735 Persuasion Theory**

Credits:

3.00

Description:

Examines a variety of theoretical approaches to the persuasion process. Traditional stimulus-response models, mechanistic/rules approaches and suasion/coercion explanations are explored to determine how persuasion functions in society.

Term:

Occasional

- **CJN-737 Intercultural Communication**

Credits:

3.00

Description:

This course focuses on the ways in which human communication alters depending upon cultural context, and includes extensive examination of cultural conflicts and interaction patterns. Normally offered every 1.5 years.

Term:

Occasional

- **CJN-738 Gender Communication**

Credits:

3.00

Description:

Studies how gender theories impact the field of communication. Examines how gender is related to media and human communication.

Term:

Occasional

- **CJN-739 Interpersonal Communication**

Credits:

3.00

Description:

Exploration of approaches to the study of how individuals communicate in various dyadic interactions, including extensive examination of cultural conflicts and interaction patterns.

Term:

Occasional

- **CJN-741 Media Studies**

Credits:

3.00

Description:

A multi-pronged focus on the impact of media on human communication, human interaction, and contemporary society. Normally offered every 1.5 years

Term:

Occasional

- **CJN-742 Image and Representation**

Credits:

3.00

Description:

Course explores how popular culture has been conceptualized in an age of mass communication and consumer capitalism. Students will apply multiple methodologies and theoretical frameworks within the field of cultural studies, including political economy, cultural policy, textual analysis, and ethnographic research to investigate various cultural industries such as television, fashion, music video, film, the press, networked technologies, and advertising. Attention is paid to manifestation of power relations in cultural forms and practices, particularly in relation to class gender, race, and sexuality.

Term:

Occasional

• CJN-750 Organizational Communication

Credits:

3.00

Description:

Explore historical development of the theory of organizations, examine information flow, network analysis, communication over- and under-load, decision-making, organizational effectiveness and change processes. Theoretical basis provided for the examination of case studies in organizational communication, including communication audits in organizational settings.

Term:

Offered Fall Term

Electives (5 courses, 15 credits)

Choose 5 Communication & Journalism graduate courses.

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Communication

Master of Arts in Communication

The Department of Communication and Journalism offers the Master of Arts in Communication, with concentrations in Communication Studies, Public Relations and Advertising, and Integrated Marketing Communication.

Degree Requirements

In order to receive the degree of Master of Arts in Communication, a student must have completed a minimum of 36 graduate credit hours, including the requirements for his/her concentration, achieving a minimum grade point average of "B" (3.0).

Thesis Option Requirements

Students selecting the thesis option are required to complete 30 semester hours of approved coursework and present an approved research thesis (6 semester hours of thesis credit) to a graduate committee. Students must be enrolled for at least one hour of thesis credit at the time of their thesis defense.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Communication Studies Concentration](#)
- [Integrated Marketing Communication Concentration](#)
- [Public Relations and Advertising Concentration](#)
- [Accelerated Bachelor's/Master's Degree in Communication](#)
- [Courses](#)

Degree Requirements: 12 courses, 36 credits

The Integrated Marketing Communication concentration consists of 12 courses (36 credits) and includes a core of courses from Communication and from Marketing.

Required Core Courses (2 courses, 6 credits):

- **CJN-705 Communication Theory**

Credits:

3.00

Description:

An interdisciplinary examination of the development of communication theories from the classical tradition to the modern perspectives of rhetoricians, scientists, psychologists, sociologists, philosophers and others.

Term:

Offered Spring Term

Choose one of the following courses:

- **CJN-701 Applied Communication Research**

Credits:

3.00

Description:

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

Term:

Offered Fall Term

- **CJN-702 Marketing Communication Research**

Credits:

3.00

Description:

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

Term:

Occasional

Concentration Requirements (6 courses, 18 credits):

- **CJN-769 Introduction to Marketing Communication**

Credits:

3.00

Description:

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

Term:

Offered Spring Term

- **CJN-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, message effects and advertising evaluation and criticism. Trends and controversies in advertising are analyzed, based on theoretical understandings developed in the course.

Term:

Offered Fall Term

- **CJN-777 Public Relations**

Credits:

3.00

Description:

Examination of theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

Term:

Offered Fall Term

- **CJN-779 Integrated Marketing Communication**

Credits:

3.00

Description:

Examines the integration of advertising, promotion, public relations, marketing communications and internal communication. Analyzes the impact IMC has on corporate image, objectives and brands, and the interrelations of employees, customers, stakeholders and different publics.

Term:

Offered Spring Term

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Choose one of the following courses:

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

MBA Marketing, MBA International Business

Electives (3 courses, 9 credits):

Choose three of the following courses:

- **CJN-691 Special Topics**

Credits:

3.00

Description:

Current issues in communication.

Term:

Offered Both Fall and Spring

- **CJN-700 Introduction to Communication**

Credits:

3.00

Description:

Introduces academic and professional analysis and writing in the field of communication.

Term:

Offered Fall Term

- **CJN-750 Organizational Communication**

Credits:

3.00

Description:

Explore historical development of the theory of organizations, examine information flow, network analysis, communication over- and under-load, decision-making, organizational effectiveness and change processes. Theoretical basis provided for the examination of case studies in organizational communication, including communication audits in organizational settings.

Term:

Offered Fall Term

- **CJN-771 Web Design**

Credits:

3.00

Description:

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

Term:

Offered Both Fall and Spring

- **CJN-772 Social Media**

Credits:

3.00

Description:

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

Term:

Occasional

- **CJN-775 Crisis Campaign Management**

Credits:

3.00

Description:

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

Term:

Offered Spring Term

- **CJN-903 Graduate Internship**

Credits:

1.00- 6.00

Description:

Internship in various communication industries.

Term:

Offered Both Fall and Spring

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKT-844 The Business of Digital Media**

Prerequisites:

TAKE MBA-660;

Credits:

3.00

Description:

Social media are establishing themselves as a legitimate part of the marketing strategy of firms. They offer businesses new opportunities for injecting brands in consumers' lives, engaging customers in value co-creation and dissemination, building brands, and fostering community. At the same time they offer consumers new platforms to assert themselves against companies and brands. How do firms manage in this fast evolving, technology enhanced, networked environment? In this course we will focus on five issues: The transformation of markets (TV, Music); new models for framing marketing practices on social media (Inbound marketing, hybrid promotion); social media strategy for implementing marketing programs including segmentation, targeting, consumer engagement, and branding; metrics for measuring social media ROI; and the strategies for maintaining and ceding control. Naturally, student projects and assignments will use social media tools including blogs and wikis.

Type:

MBA Marketing

Free Elective (1 course, 3 credits)

Choose 1 Communication & Journalism course.

2014-2015 Archived Catalog Information

Communication

Master of Arts in Communication

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Degree Requirements

In order to receive the degree of Master of Arts in Communication, a student must have completed a minimum of 36 graduate credit hours, including the requirements for his/her concentration, achieving a minimum grade point average of "B" (3.0).

Thesis Option Requirements

Students selecting the thesis option are required to complete 30 semester hours of approved coursework and present an approved research thesis (6 semester hours of thesis credit) to a graduate committee. Students must be enrolled for at least one hour of thesis credit at the time of their thesis defense.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Communication Studies Concentration](#)
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- [Accelerated Bachelor's/Master's Degree in Communication](#)
- [Courses](#)

Degree Requirements: 12 courses, 36 credits

The Public Relations and Advertising concentration consists of 12 courses (36 credits) and includes both a core of PR and Advertising courses and options for electives in Communication.

Required Core Courses (2 courses, 6 credits):

- **CJN-705 Communication Theory**

Credits:

3.00

Description:

An interdisciplinary examination of the development of communication theories from the classical tradition to the modern perspectives of rhetoricians, scientists, psychologists, sociologists, philosophers and others.

Term:

Offered Spring Term

Choose one of the following courses:

- **CJN-701 Applied Communication Research**

Credits:

3.00

Description:

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

Term:

Offered Fall Term

- **CJN-702 Marketing Communication Research**

Credits:

3.00

Description:

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

Term:

Occasional

Concentration Requirements (7 courses, 21 credits):

- **CJN-700 Introduction to Communication**

Credits:

3.00

Description:

Introduces academic and professional analysis and writing in the field of communication.

Term:

Offered Fall Term

- **CJN-769 Introduction to Marketing Communication**

Credits:

3.00

Description:

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

Term:

Offered Spring Term

- **CJN-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, message effects and advertising evaluation and criticism. Trends and controversies in advertising are analyzed, based on theoretical understandings developed in the course.

Term:

Offered Fall Term

- **CJN-771 Web Design**

Credits:

3.00

Description:

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

Term:

Offered Both Fall and Spring

- **CJN-772 Social Media**

Credits:

3.00

Description:

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

Term:

Occasional

- **CJN-775 Crisis Campaign Management**

Credits:

3.00

Description:

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

Term:

Offered Spring Term

- **CJN-777 Public Relations**

Credits:

3.00

Description:

Examination of theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

Term:

Offered Fall Term

Electives (3 courses, 9 credits)

Choose 3 Communication & Journalism courses.

A variety of classes are offered in a rotating manner on advertising copy, health communication, non-profit communication, branding, event planning, usability and information architecture, networked society and other topics.

2014-2015 Archived Catalog Information

Communication

Master of Arts in Communication

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Degree Requirements

In order to receive the degree of Master of Arts in Communication, a student must have completed a minimum of 36 graduate credit hours, including the requirements for his/her concentration, achieving a minimum grade point average of "B" (3.0).

Thesis Option Requirements

Students selecting the thesis option are required to complete 30 semester hours of approved coursework and present an approved research thesis (6 semester hours of thesis credit) to a graduate committee. Students must be enrolled for at least one hour of thesis credit at the time of their thesis defense.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Communication Studies Concentration](#)
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- [Public Relations and Advertising Concentration](#)
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- [Courses](#)

We offer an accelerated path for undergraduate Communication and Journalism (CJN) majors to obtain a master's degree in Communication. Students do not receive an undergraduate degree at the end of the second semester of their senior year; instead, they continue on as degree candidates in the CJN MA program.

Who is eligible

- CJN majors who are rising seniors with a GPA of 3.5 in their major and overall.

- Students must meet all of the requirements of one of the undergraduate degree programs (BS, BSJ, BA) in CJN. In addition, they must meet all of the requirements of one of the MA degree concentrations in CJN.

How it works

1. Eligible students will take 2 CJN graduate courses; one during the fall semester of their senior year and one during the spring semester. The specific courses will be determined by the CJN graduate program director.
2. Upon the successful completion of both courses with a grade of “B” or better* per course, students will be able to apply the 2 courses toward the requirements of the CJN graduate program.
3. Students must submit an application to the CJN graduate program. A grade of “B” or better in the 2 graduate-level courses taken during senior year will guarantee their acceptance. Note that applicants will have the GRE requirement waived.
4. Once they are admitted to the graduate program, students will be required to take 10 additional 3-credit courses.
5. If a student decides to opt out or drop out of the CJN graduate program after successfully completing all of their undergraduate coursework and the 2 senior-year graduate courses, they will receive the appropriate bachelor’s degree.
6. Upon successful completion of all of the requirements for both the bachelor’s and master’s degrees, a student will be conferred one joint degree.

*If a student earns a passing grade less than a “B” in one or both courses, the course credit will be applied to their undergraduate program, at the rate of 4 credits per course. The courses will not carry graduate credit, and the student will no longer be considered to be in the accelerated degree program. If the student wishes to apply for the CJN graduate program, s/he must follow the regular admission procedures.

2014-2015 Archived Catalog Information

Communication

Master of Arts in Communication

The Department of Communication and Journalism offers the Master of Arts in Communication, with concentrations in Communication Studies, Public Relations and Advertising, and Integrated Marketing Communication.

Degree Requirements

In order to receive the degree of Master of Arts in Communication, a student must have completed a minimum of 36 graduate credit hours, including the requirements for his/her concentration, achieving a minimum grade point average of "B" (3.0).

Thesis Option Requirements

Students selecting the thesis option are required to complete 30 semester hours of approved coursework and present an approved research thesis (6 semester hours of thesis credit) to a graduate committee. Students must be enrolled for at least one hour of thesis credit at the time of their thesis defense.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

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- [Accelerated Bachelor's/Master's Degree in Communication](#)
- [Courses](#)

- CJN-691 Special Topics

Credits:

3.00

Description:

Current issues in communication.

Term:

Offered Both Fall and Spring

- **CJN-700 Introduction to Communication**

Credits:

3.00

Description:

Introduces academic and professional analysis and writing in the field of communication.

Term:

Offered Fall Term

- **CJN-701 Applied Communication Research**

Credits:

3.00

Description:

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

Term:

Offered Fall Term

- **CJN-702 Marketing Communication Research**

Credits:

3.00

Description:

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

Term:

Occasional

- **CJN-703 Action Research**

Credits:

3.00

Description:

Action research methods and cases are explored. Students design, research and collect data using appropriate action research for decision making and organizational change. Action research is often employed in business, nonprofit and community based organizations.

- **CJN-704 Issues in Communication**

Credits:

3.00

Description:

Studies current research and intellectual debates in the communication field, exploring ontological and epistemological trends in the discipline. Normally offered yearly.

Term:

Offered Fall Term

- **CJN-705 Communication Theory**

Credits:

3.00

Description:

An interdisciplinary examination of the development of communication theories from the classical tradition to the modern perspectives of rhetoricians, scientists, psychologists, sociologists, philosophers and others.

Term:

Offered Spring Term

- **CJN-730 Rhetorical Theory**

Credits:

3.00

Description:

Course provides an extensive examination of theories of rhetoric, and the process and methods of doing rhetorical criticism, from classical Greek and Roman approaches to cutting-edge contemporary works.

Term:

Occasional

- **CJN-735 Persuasion Theory**

Credits:

3.00

Description:

Examines a variety of theoretical approaches to the persuasion process. Traditional stimulus-response models, mechanistic/rules approaches and suasion/coercion explanations are explored to determine how persuasion functions in society.

Term:

Occasional

- **CJN-737 Intercultural Communication**

Credits:

3.00

Description:

This course focuses on the ways in which human communication alters depending upon cultural context, and includes extensive examination of cultural conflicts and interaction patterns. Normally offered every 1.5 years.

Term:

Occasional

- **CJN-738 Gender Communication**

Credits:

3.00

Description:

Studies how gender theories impact the field of communication. Examines how gender is related to media and human communication.

Term:

Occasional

- **CJN-739 Interpersonal Communication**

Credits:

3.00

Description:

Exploration of approaches to the study of how individuals communicate in various dyadic interactions, including extensive examination of cultural conflicts and interaction patterns.

Term:

Occasional

- **CJN-740 Political Communication**

Credits:

3.00

Description:

Examination of the special circumstances created by politics and their impact on attempts at persuasion. Case studies of famous politicians and political speeches are combined with discussion of current political rhetorical trends.

Term:

Occasional

- **CJN-741 Media Studies**

Credits:

3.00

Description:

A multi-pronged focus on the impact of media on human communication, human interaction, and contemporary society. Normally offered every 1.5 years

Term:

Occasional

- **CJN-742 Image and Representation**

Credits:

3.00

Description:

Course explores how popular culture has been conceptualized in an age of mass communication and consumer capitalism. Students will apply multiple methodologies and theoretical frameworks within the field of cultural studies, including political economy, cultural policy, textual analysis, and ethnographic research to investigate various cultural industries such as television, fashion, music video, film, the press, networked technologies, and advertising. Attention is paid to manifestation of power relations in cultural forms and practices, particularly in relation to class gender, race, and sexuality.

Term:

Occasional

- **CJN-750 Organizational Communication**

Credits:

3.00

Description:

Explore historical development of the theory of organizations, examine information flow, network analysis, communication over- and under-load, decision-making, organizational effectiveness and change processes. Theoretical basis provided for the examination of case studies in organizational communication, including communication audits in organizational settings.

Term:

Offered Fall Term

- **CJN-751 Health Communication**

Credits:

3.00

Description:

Examines issues, theories and cases in health communication. Analyzes communication efforts within health care institutions and campaigns for health care consumers designed to produce changes in public health.

- **CJN-760 Instructional Design**

Credits:

3.00

Description:

Examines technological developments and trends affecting the design of curriculum for corporate training and settings. Needs assessments, interviews, literature reviews, instructional designer competencies, project plans, delivery systems, and program development

- **CJN-762 Training and Development**

Credits:

3.00

Description:

This course examines the teaching-learning process. Research and demonstration of appropriate methods, techniques, and strategies appropriate for adult learners. The course addresses special characteristics of the adult learner, including the teaching/training of older adults; motivational strategies; demonstration of methods and techniques; mediated instruction; and an overview of e-learning.

- **CJN-763 Leadership**

Credits:

3.00

Description:

Examines the theories and communication styles of leadership. Uses media, case studies, rhetorical analysis and social science research, as well as activity-based learning to explore leadership and followership.

- **CJN-764 Professional Presentations**

Credits:

3.00

Description:

Construct and develop professional speeches and presentations for audiences in business, the professions and academic conferences.

- **CJN-769 Introduction to Marketing Communication**

Credits:

3.00

Description:

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

Term:

Offered Spring Term

- **CJN-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, message effects and advertising evaluation and criticism. Trends and controversies in advertising are analyzed, based on theoretical understandings developed in the course.

Term:

Offered Fall Term

- **CJN-771 Web Design**

Credits:

3.00

Description:

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

Term:

Offered Both Fall and Spring

- **CJN-772 Social Media**

Credits:

3.00

Description:

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

Term:

Occasional

- **CJN-775 Crisis Campaign Management**

Credits:

3.00

Description:

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

Term:

Offered Spring Term

- **CJN-777 Public Relations**

Credits:

3.00

Description:

Examination of theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

Term:

Offered Fall Term

- **CJN-778 Event Planning**

Credits:

3.00

Description:

Examines how conferences are built, promoted, managed, and assessed, with particular emphasis on non-profit conventions, trade shows, and volunteer organizations. Specific issues analyzed include facilities planning and contracts, legal issues, volunteer management, budgeting, marketing, and planner/staff communication.

Term:

Offered Fall Term

- **CJN-779 Integrated Marketing Communication**

Credits:

3.00

Description:

Examines the integration of advertising, promotion, public relations, marketing communications and internal communication. Analyzes the impact IMC has on corporate image, objectives and brands, and the interrelations of employees, customers, stakeholders and different publics.

Term:

Offered Spring Term

- **CJN-780 Non Profit Public Relations**

Credits:

3.00

Description:

Examines the public relations, advertising and marketing of non profits organizations. Develop, design and evaluate non profit campaigns and cause-related marketing.

- **CJN-782 Online Content Management**

Credits:

3.00

Description:

Focuses on the strategy and development of written and visual online content for websites, social media, mobile sites, and online application.

- **CJN-784 Sports Advertising and Public Relations**

Credits:

3.00

Description:

Examines leagues, teams and athletes as brands that are created for national and global audiences. Explore public relations and advertising campaigns used in the sports industry. Develop and create sports campaigns or projects.

- **CJN-785 Video Production for Advertising**

Credits:

3.00

Description:

Provides an introduction to the field of commercial advertising. Students develop and pitch ideas and learn all stages of video preproduction, production and postproduction to create commercials.

- **CJN-903 Graduate Internship**

Credits:

1.00- 6.00

Description:

Internship in various communication industries.

Term:

Offered Both Fall and Spring

- **CJN-910 Independent Study**

Credits:

1.00- 3.00

Description:

Directed study allows students to pursue an in-depth research project in an area of their interest, directed by a qualified graduate faculty member.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

Crime and Justice Studies

The Master of Science in Crime and Justice Studies degree combines intellectual breadth with a pragmatic, career-oriented focus. It is designed for mid-career working professionals as well as those who want to enter the fields of probation, policing, corrections, juvenile justice, victim advocacy, court and offender services or substance abuse, restorative justice and criminal justice policy. The program consists of 10 courses (30 credits).

We also offer joint degree programs with Suffolk Law School and Suffolk's Sawyer Business School:

- [Juris Doctor/Master of Science in Crime and Justice Studies](#)
- [Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling](#)
- [Master of Science in Crime and Justice Studies/Master of Public Administration](#)

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Crime & Justice Studies](#)
- [Courses](#)

Degree Requirements: 10 courses, 30 credits

This program consists of 10 courses (30 credits), as indicated below. All courses are 3 credits. A full-time course load is 12 credit hours per term.

The four core courses provide a foundation in the areas of criminology and applied research. The optional requirements allow students to choose their own areas for specific application of theories and research methods. Finally, free electives or concentrations allow students to specialize in areas that are particularly important for crime and justice professionals, including victim advocacy, substance abuse, counseling and public administration.

Students can gain academic credit (CJ-783/784, CJ-786/787/788) and experience in the field through one of a wide range of practica or internships. A master's thesis is not required.

Required Core Courses (4 courses, 12 credits)

- **CJ-681 Crime and Communities**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

Term:

Offered Spring Term

- **CJ-701 Seminar in Crime & Justice**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

Term:

Offered Fall Term

- **CJ-702 Research Methods**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

Term:

Offered Fall Term

• CJ-709 Quantitative Analysis

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Term:

Offered Spring Term

Optional Requirements (3 courses, 9 credits)

Choose 3 of the following courses:

• CJ-657 Perspectives on Drug Policy

Credits:

3.00

Description:

This seminar will explore the challenge of creating effective community responses to the problems of substance abuse, with a special focus on substance abuse in urban poverty areas. Readings will be drawn from the literature of history, psychology, urban ethnography, public health and law. The course will first place drug policy decisions in an historical and empirical framework. After considering special topics related to this framework - racial issues in anti-drug law enforcement, the challenges of creating partnerships among public sector agencies and the community, emerging concepts of addiction, the social demographics of drug use in diverse community contexts - this course will focus on the process of local strategy development, implementation and success measurement. Finally, the course will consider the issues raised in the integration of local and national strategies.

Term:

Occasional

• CJ-683 Policing in America

Credits:

3.00

Description:

A sociological examination of contemporary police systems. Attention will be devoted to controversial topics in American policing and will involve comparative analyses with policing in other societies. The major focus of the course is around the relationship of the police and the public. Some examples of topics areas are: policing multicultural populations; managing police discretion; ethnic and gender relations among police personnel; and the rights of defendants.

Term:

Occasional

• CJ-685 Seminar in Corrections

Prerequisites:

3 credits

Credits:

3.00

Description:

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

Term:

Occasional

• CJ-686 Seminar in Juvenile Justice

Credits:

3.00

Description:

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

Term:

Occasional

• CJ-687 Justice & the Community Courts

Credits:

3.00

Description:

This course examines, from the perspective of a working judge, the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

• CJ-688 Restorative Justice

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

• CJ-691 Intimate Violence & Sexual Assault

Credits:

3.00

Description:

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

Term:

Offered Fall Term

- **CJ-692 Criminal Justice Policy**

Credits:

3.00

Description:

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

Term:

Occasional

- **CJ-694 Critical Victimology**

Credits:

3.00

Description:

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in restorative justice will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

Term:

Offered Spring Term

- **CJ-695 Special Topics**

Credits:

3.00

Description:

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

Term:

Offered Both Fall and Spring

- **CJ-698 Community-Based Responses to Violence Against Women**

Credits:

3.00

Description:

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which I have loosely grouped together as community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

- **CJ-704 Legal Issues in Criminal Justice System**

Credits:

3.00

Description:

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc..), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection

of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

Term:

Offered Both Fall and Spring

- **CJ-705 Class, Race, Gender & Justice**

Credits:

3.00

Description:

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

Term:

Occasional

- **CJ-731 Youth Programming**

Credits:

3.00

Description:

This semester provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

Term:

Occasional

- **CJ-734 Youth Gangs**

Credits:

3.00

Description:

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

Term:

Occasional

- **CJ-783 Practicum in Crime & Justice Studies I**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

• CJ-784 Practicum in Crime & Justice Studies II

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **CJ-787 Internship in Crime & Justice Studies II**

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **CJ-910 Independent Study**

Credits:

3.00

Description:

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

Term:

Offered Both Fall and Spring

Students must elect three courses. At least one course must be within the MSCJS program. Other graduate electives within the areas of public administration, mental health counseling, psychology, human services, communications, and government may be chosen if approved by the MSCJS program director.

Concentration Options:

Victim Advocacy Concentration (4 courses, 12 credits)

Students who elect to pursue this concentration must use a combination of optional requirements and free electives to fulfill the following requirements.

Choose four courses with the help of your advisor. The first three courses are highly recommended.

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-691 Intimate Violence & Sexual Assault**

Credits:

3.00

Description:

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

Term:

Offered Fall Term

- **CJ-694 Critical Victimology**

Credits:

3.00

Description:

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in restorative justice will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

Term:

Offered Spring Term

- **CJ-698 Community-Based Responses to Violence Against Women**

Credits:

3.00

Description:

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which I have loosely grouped together as community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

• CJ-783 Practicum in Crime & Justice Studies I

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

• CJ-784 Practicum in Crime & Justice Studies II

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-751 Domestic Violence, Abuse & Neglect**

Credits:

3.00

Description:

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from

abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

Youth, Crime and Justice Concentration (4 courses, 12 credits)

The aim of this concentration is to understand youth crime and associated behaviors in interaction with societal structures such as families, schools, neighborhoods, social service, and justice systems, as well as within the context of child and adolescent development. The intersection of race, class, and gender is explored. Students examine youth involvement in these systems and how policies and programs promote or hinder healthy youth development.

Choose four of the following:

- **CJ-686 Seminar in Juvenile Justice**

Credits:

3.00

Description:

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

Term:

Occasional

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated

with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-731 Youth Programming**

Credits:

3.00

Description:

This semester provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

Term:

Occasional

- **CJ-734 Youth Gangs**

Credits:

3.00

Description:

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

Term:

Occasional

- **CJ-783 Practicum in Crime & Justice Studies I**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

- **CJ-784 Practicum in Crime & Justice Studies II**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one

semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

Crime and Justice Studies

The Master of Science in Crime and Justice Studies degree combines intellectual breadth with a pragmatic, career-oriented focus. It is designed for mid-career working professionals as well as those who want to enter the fields of probation, policing, corrections, juvenile justice, victim advocacy, court and offender services or substance abuse, restorative justice and criminal justice policy. The program consists of 10 courses (30 credits).

We also offer joint degree programs with Suffolk Law School and Suffolk's Sawyer Business School:

- [Juris Doctor/Master of Science in Crime and Justice Studies](#)
- [Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling](#)
- [Master of Science in Crime and Justice Studies/Master of Public Administration](#)

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Crime & Justice Studies](#)
- [Courses](#)

• CJ-657 Perspectives on Drug Policy

Credits:

3.00

Description:

This seminar will explore the challenge of creating effective community responses to the problems of substance abuse, with a special focus on substance abuse in urban poverty areas. Readings will be drawn from the literature of history, psychology, urban ethnography, public health and law. The course will first place drug policy decisions in an historical and empirical framework. After considering special topics related to this framework - racial issues in anti-drug law enforcement, the challenges of creating partnerships among public sector agencies and the community, emerging concepts of addiction, the social demographics of drug use in diverse community contexts - this course will focus on the process of local strategy

development, implementation and success measurement. Finally, the course will consider the issues raised in the integration of local and national strategies.

Term:

Occasional

- **CJ-681 Crime and Communities**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

Term:

Offered Spring Term

- **CJ-683 Policing in America**

Credits:

3.00

Description:

A sociological examination of contemporary police systems. Attention will be devoted to controversial topics in American policing and will involve comparative analyses with policing in other societies. The major focus of the course is around the relationship of the police and the public. Some examples of topics areas are: policing multicultural populations; managing police discretion; ethnic and gender relations among police personnel; and the rights of defendants.

Term:

Occasional

- **CJ-685 Seminar in Corrections**

Prerequisites:

3 credits

Credits:

3.00

Description:

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

Term:

Occasional

- **CJ-686 Seminar in Juvenile Justice**

Credits:

3.00

Description:

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

Term:

Occasional

- **CJ-687 Justice & the Community Courts**

Credits:

3.00

Description:

This course examines, from the perspective of a working judge, the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-691 Intimate Violence & Sexual Assault**

Credits:

3.00

Description:

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

Term:

Offered Fall Term

- **CJ-692 Criminal Justice Policy**

Credits:

3.00

Description:

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

Term:

Occasional

- **CJ-694 Critical Victimology**

Credits:

3.00

Description:

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the

problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in restorative justice will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

Term:

Offered Spring Term

- **CJ-695 Special Topics**

Credits:

3.00

Description:

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

Term:

Offered Both Fall and Spring

- **CJ-698 Community-Based Responses to Violence Against Women**

Credits:

3.00

Description:

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which I have loosely grouped together as community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

- **CJ-701 Seminar in Crime & Justice**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

Term:

Offered Fall Term

- **CJ-702 Research Methods**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

Term:

Offered Fall Term

- **CJ-704 Legal Issues in Criminal Justice System**

Credits:

3.00

Description:

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc..), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

Term:

Offered Both Fall and Spring

- **CJ-705 Class, Race, Gender & Justice**

Credits:

3.00

Description:

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

Term:

Occasional

- **CJ-708 Ethical Issues in Criminal Justice Profession**

Credits:

3.00

Description:

This course examines the ethics of criminal justice professionals' use of deceptive interrogation, undercover operations, confidential informants, excessive force, and fabricated evidence; the ethics of prosecutors, prisons, and whistle-blowing; and administrative approaches, such as ethics training, to ethical problems, such as corruption. Students will learn the major schools of ethical thought, including utilitarianism, ethical formalism, and the ethics of care, so that they can assess situations systematically. The course relies on real-life ethical problems from news outlets and government reports.

Term:

Occasional

- **CJ-709 Quantitative Analysis**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Term:

Offered Spring Term

- **CJ-730 Bad Girls**

Credits:

3.00

Description:

This class explores the images of the traditional bad girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore bad. Girls and women who are frigid are just as bad as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

Term:

Occasional

- **CJ-731 Youth Programming**

Credits:

3.00

Description:

This semester provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

Term:

Occasional

- **CJ-734 Youth Gangs**

Credits:

3.00

Description:

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

Term:

Occasional

- **CJ-783 Practicum in Crime & Justice Studies I**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

• **CJ-784 Practicum in Crime & Justice Studies II**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **CJ-910 Independent Study**

Credits:

3.00

Description:

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

Economics

The Department of Economics offers two graduate programs: the Master of Science in International Economics (MSIE) and the Master of Science in Economics (MSE). The MSIE also offers a joint program with the Law School ([JD/MSIE](#)).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Economics](#)
- [Master of Science in International Economics](#)
- [Accelerated Bachelor's/Master's Degree in Economics](#)
- [Courses](#)

The Master of Science in Economics (MSE) is a broad-based program that allows students to have diverse choices in course selections based on their preferences and career plans. Students completing this program may pursue a career as an economist in economic consulting companies, financial and banking industries, non-profit organizations, and in the government sector.

Degree Requirements: 10 courses, 30 credits

The degree requires the successful completion of 4 required courses and 6 elective courses (30 credits). All courses carry 3 credit hours unless otherwise indicated. Faculty will advise students as to which courses they should complete each semester. The program must be completed in no more than five years.

Required Courses (4 courses, 12 credits)

- EC-710 Macroeconomics

Credits:

3.00

Description:

Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year

- **EC-720 Applied Microeconomics**

Credits:

3.00

Description:

The application of mathematical techniques in microeconomics to solve managerial decision problems. The theory of the firm is used to integrate microeconomics with decision sciences using various business applications. Topics include optimization, economic theory of consumer and firm behavior, risk and uncertainty. A global view of managerial economics is taken to reflect the current globalization of production and distribution in the world . Normally offered every year.

- **EC-750 Applied Econometrics**

Credits:

3.00

Description:

A brief review of statistical methods including probability theory, estimation, and hypothesis testing. This background is used in the construction, estimation, and testing of econometric models. The consequences of a misspecified model, where the assumptions of a classical regression model are violated, are studied and the appropriate remedial measures are suggested. Other topics include dummy variables, binary choice models, and autoregressive models. Emphasis is on applied aspects of econometric modeling. There is extensive use of statistical software for data analyses. Normally offered every year.

Choose one of the following courses:

- **EC-785 Topics in Economics**

Prerequisites:

EC 710 or EC 810, and EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in economics. It is centered on the writing of a substantial research paper. The course includes a discussion of how to design an outline, conduct a literature review, build and estimate an economic model, collect data, and report the results clearly and correctly. Normally offered every year.

- **EC-786 Topics in International Economics**

Prerequisites:

EC 710 or EC 810, EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in international economics and finance. It is centered on the writing of a substantial research paper. The course includes a discussion of selecting a topic of the research paper, a literature review of the topic, building an analytical framework, determining estimation techniques, collection of data, presentation and analysis of estimation results, and a proper reporting of the completed paper. Prerequisites: EC 710, EC 720 and EC 750. Normally Offered every year.

Elective Courses (6 courses, 18 credits)

Choose six of the following courses. One may be a graduate level course relevant to economics, subject to the program director's approval.

- **EC-724 Cost-Benefit Analysis and Impact Evaluation**

Prerequisites:

EC 720 or EC 820 or Instructors Permission

Credits:

3.00

Description:

The objective of the course is to expose students to the theoretical principles and practical applications of investment appraisal and risk analysis. It begins with the financial appraisal of investment expenditures, and then proceeds to a detailed discussion of the techniques of economic cost-benefit analysis. An integrated approach is applied to the financial, economic, distributive, and risk evaluation of projects. Students work on exercises and cases throughout the course. In general, an applied exercise accompanies each of the theoretical issues discussed in the lectures.

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-740 International Money and Finance**

Prerequisites:

EC 710

Credits:

3.00

Description:

Analysis of equilibrium in international financial markets; open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary Union. Prerequisite: EC 710. Normally offered every year.

- **EC-742 Development Economics**

Credits:

3.00

Description:

Asks why some countries are poor and others are rich. Examines growth over the very long term. Macroeconomic issues include the role of stability, structural adjustment, savings, exchange rate policy, technology and its diffusion, and institutions. Microeconomic topics include demography, education, health, the analysis of poverty and inequality, microfinance, social capital and property rights. The special problems of post-war economic reconstruction. The course includes significant work with large household datasets. Normally offered every other year.

- **EC-755 Global Data Analysis**

Prerequisites:

Pre-requisites: (EC 710 or EC 810) and (EC 750 or EC 850)

Credits:

3.00

Description:

The emphasis in this course is on the use and interpretation of real world economic and financial data. Emphasis is on hands-on experience of retrieving data from various databases and then using quantitative tools for analytical purposes. Major economic indicators, the behavior of developed and emerging equity markets, currency movements, sovereign risk, the determinants of international capital flows and international trade patterns will be studied. The course trains students in using economic and financial databases, applying quantitative statistical techniques and using econometric software packages that are employed in economic and financial analysis and marketing research. Prerequisites: EC 710 and EC 750. Normally offered every year.

- **EC-760 Applied Time Series Methods**

Prerequisites:

EC 750 or EC 850

Credits:

3.00

Description:

Modeling and forecasting with time series data. Various forecasting techniques, including the autoregressive moving average (ARMA) models are presented. These techniques are applied to a wide range of economic and financial data. The latter part of the course deals with other time series econometric issues such as testing for a unit root, ARIMA models, cointegration, and the ARCH/GARCH family of models.

- **EC-790 Internship**

Prerequisites:

Permission of Graduate Director

Credits:

3.00

Description:

Field-related work in a government agency, research organization, financial institution or consulting company. Students will work under the supervision of the office where they are placed and of a faculty member. The internship will result in a written report on the outcome of the work performed. Permission of Master's Program Director required. Normally offered every semester.

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **GVT-637 Public Policy & Business**

Credits:

3.00

Description:

Public Policy-makers interests in formulating and implementing policy in the areas of environmental protection, consumer protection, equal employment opportunity, health care, taxation and competition with a focus on business responsibility will be critically analyzed. Costs and benefits to the public and business will be evaluated.

Type:

Social Science

- **GVT-763 International Political Economy**

Credits:

3.00

Description:

This course introduces students to the study of international political economy (IPE). It addresses the interactive relationship between politics and economics in the historical and contemporary international system by exploring the effect of political factors on international economic relations as well as the impact of economic factors on domestic and international politics.

- **P.AD-827 Financing State & Local Government**

Credits:

3.00

Description:

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

Type:

MBA Public Management

The six electives of MSE must meet the following requirements:

1. No more than four of the electives are from the MSIE group (EC-730, EC-740, EC-755, EC-760, FNIB-825).
2. No more than 3 of the electives are from outside of the Economics Department.

2014-2015 Archived Catalog Information

Economics

The Department of Economics offers two graduate programs: the Master of Science in International Economics (MSIE) and the Master of Science in Economics (MSE). The MSIE also offers a joint program with the Law School ([JD/MSIE](#)).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Economics](#)
- [Master of Science in International Economics](#)
- [Accelerated Bachelor's/Master's Degree in Economics](#)
- [Courses](#)

The Master of Science in International Economics (MSIE) is designed for students who seek employment as an analyst or consultant with consulting companies, financial institutions, economics forecasting firms, multinational companies, international law firms, and a variety of international organizations. The program is also an excellent preparation for study at the doctoral level.

Degree Requirements: 10 courses, 30 credits

The degree requires the successful completion of 9 required courses and 1 elective course. The faculty will advise students as to which courses they should complete each semester. This program must be completed in no more than five years.

Required Courses (9 courses, 27 credits)

- EC-710 Macroeconomics

Credits:

3.00

Description:

Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year

- **EC-720 Applied Microeconomics**

Credits:

3.00

Description:

The application of mathematical techniques in microeconomics to solve managerial decision problems. The theory of the firm is used to integrate microeconomics with decision sciences using various business applications. Topics include optimization, economic theory of consumer and firm behavior, risk and uncertainty. A global view of managerial economics is taken to reflect the current globalization of production and distribution in the world . Normally offered every year.

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-740 International Money and Finance**

Prerequisites:

EC 710

Credits:

3.00

Description:

Analysis of equilibrium in international financial markets; open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary Union. Prerequisite: EC 710. Normally offered every year.

• EC-750 Applied Econometrics

Credits:

3.00

Description:

A brief review of statistical methods including probability theory, estimation, and hypothesis testing. This background is used in the construction, estimation, and testing of econometric models. The consequences of a misspecified model, where the assumptions of a classical regression model are violated, are studied and the appropriate remedial measures are suggested. Other topics include dummy variables, binary choice models, and autoregressive models. Emphasis is on applied aspects of econometric modeling. There is extensive use of statistical software for data analyses. Normally offered every year.

• EC-755 Global Data Analysis

Prerequisites:

Pre-requisites: (EC 710 or EC 810) and (EC 750 or EC 850)

Credits:

3.00

Description:

The emphasis in this course is on the use and interpretation of real world economic and financial data. Emphasis is on hands-on experience of retrieving data from various databases and then using quantitative tools for analytical purposes. Major economic indicators, the behavior of developed and emerging equity markets, currency movements, sovereign risk, the determinants of international capital flows and international trade patterns will be studied. The course trains students in using economic and financial databases, applying quantitative statistical techniques and using econometric software packages that are employed in economic and financial analysis and marketing research. Prerequisites: EC 710 and EC 750. Normally offered every year.

- **EC-760 Applied Time Series Methods**

Prerequisites:

EC 750 or EC 850

Credits:

3.00

Description:

Modeling and forecasting with time series data. Various forecasting techniques, including the autoregressive moving average (ARMA) models are presented. These techniques are applied to a wide range of economic and financial data. The latter part of the course deals with other time series econometric issues such as testing for a unit root, ARIMA models, cointegration, and the ARCH/GARCH family of models.

Choose one of the following courses:

- **EC-785 Topics in Economics**

Prerequisites:

EC 710 or EC 810, and EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in economics. It is centered on the writing of a substantial research paper. The course includes a discussion of how to design an outline, conduct a literature review, build and estimate an economic model, collect data, and report the results clearly and correctly. Normally offered every year.

- **EC-786 Topics in International Economics**

Prerequisites:

EC 710 or EC 810, EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in international economics and finance. It is centered on the writing of a substantial research paper. The course includes a discussion of selecting a topic of the research paper, a literature review of the topic, building an analytical framework, determining estimation techniques, collection of data, presentation and analysis of estimation results, and a proper reporting of the completed paper. Prerequisites: EC 710, EC 720 and EC 750. Normally Offered every year.

Choose one of the following courses:

- **EC-742 Development Economics**

Credits:

3.00

Description:

Asks why some countries are poor and others are rich. Examines growth over the very long term. Macroeconomic issues include the role of stability, structural adjustment, savings, exchange rate policy, technology and its diffusion, and institutions. Microeconomic topics include demography, education, health, the analysis of poverty and inequality, microfinance, social capital and property rights. The special problems of post-war economic reconstruction. The course includes significant work with large household datasets. Normally offered every other year.

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

Elective Courses (1 course, 3 credits)

Choose either EC-790 (Internship) or one graduate-level course relevant to international economics and finance, subject to the program director's approval.

- **EC-790 Internship**

Prerequisites:

Permission of Graduate Director

Credits:

3.00

Description:

Field-related work in a government agency, research organization, financial institution or consulting company. Students will work under the supervision of the office where they are placed and of a faculty member. The internship will result in a written report on the outcome of the work performed. Permission of Master's Program Director required. Normally offered every semester.

2014-2015 Archived Catalog Information

Economics

The Department of Economics offers two graduate programs: the Master of Science in International Economics (MSIE) and the Master of Science in Economics (MSE). The MSIE also offers a joint program with the Law School ([JD/MSIE](#)).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Economics](#)
- [Master of Science in International Economics](#)
- [Accelerated Bachelor's/Master's Degree in Economics](#)
- [Courses](#)

This program provides an accelerated path for undergraduate economics majors to obtain a Master's degree in Economics. Students are allowed to take up to two master-level courses in their senior year. For each of these graduate courses taken, the student's undergraduate total credit requirement will be reduced by four credits.

Undergraduate students majoring in Economics (BS or BA) or International Economics (BS or BA), can apply for this joint degree program. Applicants must have completed the first semester of their junior year at Suffolk University with an overall GPA of 3.0 or higher and a GPA of 3.3 or higher in at least three economics major courses taken at Suffolk. Application deadline is June 15th of the junior year. However, students may apply until November 1st of the senior year if they want to enroll for graduate courses in the second semester of their senior year.

Each student admitted to this joint degree program must meet all the requirements of one of the undergraduate degree programs (BS in Economics, BA in Economics, BS in International Economics, or BA in International Economics). In addition, the student must meet all the requirements of one of the master's degree programs (MSE or MSIE). Upon successful completion of all of the degree requirements, a student will be conferred one joint degree.

A student may permanently exit the joint degree program and opt to graduate with a bachelor's degree if all the requirements of a bachelor's degree are met, in which case each of the two graduate courses taken in the senior year would be counted as a four-credit course.

2014-2015 Archived Catalog Information

Economics

The Department of Economics offers two graduate programs: the Master of Science in International Economics (MSIE) and the Master of Science in Economics (MSE). The MSIE also offers a joint program with the Law School ([JD/MSIE](#)).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Economics](#)
- [Master of Science in International Economics](#)
- [Accelerated Bachelor's/Master's Degree in Economics](#)
- [Courses](#)

- EC-700 Quantitative Foundations of Economic Analysis

Credits:

1.00

Description:

This course is no longer offered.

- EC-710 Macroeconomics

Credits:

3.00

Description:

Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year

- **EC-720 Applied Microeconomics**

Credits:

3.00

Description:

The application of mathematical techniques in microeconomics to solve managerial decision problems. The theory of the firm is used to integrate microeconomics with decision sciences using various business applications. Topics include optimization, economic theory of consumer and firm behavior, risk and uncertainty. A global view of managerial economics is taken to reflect the current globalization of production and distribution in the world . Normally offered every year.

- **EC-721 Collective Choice and Tax Policy**

Credits:

3.00

Description:

Examines how incentives impact government behavior and government actions impact the economic behavior of citizens. Topics include an examination of theories of the origin of the state, interest groups, rent seeking, regulation, bureaucracy, federalism, democratic efficiency, and taxation.

- **EC-723 Economics of Regulation**

Prerequisites:

EC 720 or EC 820 or Instructors Permission

Credits:

3.00

Description:

This course examines regulation and analyzes the structure, conduct and performance of American industry. Monopoly and strategic behavior in oligopoly and monopolistic competition are considered. U.S. antitrust law and the effect of regulatory laws on industrial performance are explored. Regulatory practices, rate setting, deregulation, public-enterprise pricing, and issues in privatization are examined, with an emphasis on case studies and policy analysis. Normally offered every year.

- **EC-724 Cost-Benefit Analysis and Impact Evaluation**

Prerequisites:

EC 720 or EC 820 or Instructors Permission

Credits:

3.00

Description:

The objective of the course is to expose students to the theoretical principles and practical applications of investment appraisal and risk analysis. It begins with the financial appraisal of investment expenditures, and then proceeds to a detailed discussion of the techniques of economic cost-benefit analysis. An integrated approach is applied to the financial, economic, distributive, and risk evaluation of projects. Students work on exercises and cases throughout the course. In general, an applied exercise accompanies each of the theoretical issues discussed in the lectures.

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-733 Public Choice**

Credits:

3.00

Description:

This course considers the degree to which it is possible to explain, predict, and guide political decision through the application of economic analysis. The course is organized around two competing visions of public choice: (1) a traditional organic approach that sees the core problem for public choice as requiring the maximization of social welfare and (2) a newer contractual approach that sees that problem as requiring attention to the institutional framework within which political decisions are made. Topics to be considered include the Arrow paradox and other problems in aggregating individual choices, rent-seeking, the Leviathan hypothesis, and non-market demand-revealing methods.

- **EC-740 International Money and Finance**

Prerequisites:

EC 710

Credits:

3.00

Description:

Analysis of equilibrium in international financial markets; open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary Union. Prerequisite: EC 710. Normally offered every year.

- **EC-742 Development Economics**

Credits:

3.00

Description:

Asks why some countries are poor and others are rich. Examines growth over the very long term. Macroeconomic issues include the role of stability, structural adjustment, savings, exchange rate policy, technology and its diffusion, and institutions. Microeconomic topics include demography, education, health, the analysis of poverty and inequality, microfinance, social capital and property rights. The special problems of post-war economic reconstruction. The course includes significant work with large household datasets. Normally offered every other year.

- **EC-745 International Financial Economics**

Credits:

3.00

Description:

Introduction to foreign exchange markets and risks and the determination of exchange rates. A survey of international capital markets, debt and equity financing. Examination of the relationship between interest rates and exchange rates. The measurement and management of exchange risks. Coverage of international corporate finance and foreign currency derivatives.

- **EC-750 Applied Econometrics**

Credits:

3.00

Description:

A brief review of statistical methods including probability theory, estimation, and hypothesis testing. This background is used in the construction, estimation, and testing of econometric models. The consequences of a misspecified model, where the assumptions of a classical regression model are violated, are studied and the appropriate remedial measures are suggested. Other topics include dummy variables, binary choice models, and autoregressive models. Emphasis is on applied aspects of econometric modeling. There is extensive use of statistical software for data analyses. Normally offered every year.

- **EC-755 Global Data Analysis**

Prerequisites:

Pre-requisites: (EC 710 or EC 810) and (EC 750 or EC 850)

Credits:

3.00

Description:

The emphasis in this course is on the use and interpretation of real world economic and financial data. Emphasis is on hands-on experience of retrieving data from various databases and then using quantitative tools for analytical purposes. Major economic indicators, the behavior of developed and emerging equity markets, currency movements, sovereign risk, the determinants of international capital flows and international trade patterns will be studied. The course trains students in using economic and financial databases, applying quantitative statistical techniques and using econometric software packages that are employed in economic and financial analysis and marketing research. Prerequisites: EC 710 and EC 750. Normally offered every year.

- **EC-760 Applied Time Series Methods**

Prerequisites:

EC 750 or EC 850

Credits:

3.00

Description:

Modeling and forecasting with time series data. Various forecasting techniques, including the autoregressive moving average (ARMA) models are presented. These techniques are applied to a wide range of economic and financial data. The latter part of the course deals with other time series econometric issues such as testing for a unit root, ARIMA models, cointegration, and the ARCH/GARCH family of models.

- **EC-761 Game Theory**

Credits:

3.00

Description:

This course introduces students to the foundations of game theory using applications from economics and everyday decision-making. The course examines the common strategic elements of interactions between consumers and producers, governments and citizens, politicians and their constituencies, countries and their trading partners, and various other participants in social relationships. The course provides a theoretical framework for modeling strategic interaction, beginning with the development of the concept of a Nash equilibrium, reputation, signaling, collective-action problems, and voting procedures and strategies. Normally offered every other year.

- **EC-785 Topics in Economics**

Prerequisites:

EC 710 or EC 810, and EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in economics. It is centered on the writing of a substantial research paper. The course includes a discussion of how to design an outline, conduct a literature review, build and estimate an economic model, collect data, and report the results clearly and correctly. Normally offered every year.

- **EC-786 Topics in International Economics**

Prerequisites:

EC 710 or EC 810, EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in international economics and finance. It is centered on the writing of a substantial research paper. The course includes a discussion of selecting a topic of the research paper, a literature review of the topic, building an analytical framework, determining estimation techniques, collection of data, presentation and analysis of estimation results, and a proper reporting of the completed paper. Prerequisites: EC 710, EC 720 and EC 750. Normally Offered every year.

- **EC-790 Internship**

Prerequisites:

Permission of Graduate Director

Credits:

3.00

Description:

Field-related work in a government agency, research organization, financial institution or consulting company. Students will work under the supervision of the office where they are placed and of a faculty member. The internship will result in a written report on the outcome of the work performed. Permission of Master's Program Director required. Normally offered every semester.

- **EC-800 Quantitative Foundation of Advanced Economic Analysis**

Credits:

3.00

Description:

This course is designed for first-year Ph.D. students and reviews mathematical and statistical tools frequently used in advanced economic analyses. Included topics in the mathematics portion are real analysis, linear algebra, differential and integral calculus, and differential and difference equations. The statistics portion includes univariate and multivariate distributions, asymptotic distribution theory, and estimation and hypothesis testing. Normally offered every year.

- **EC-802 Teaching Workshop**

Credits:

1.00

Description:

Required of all students in the second semester of their second year of pursuing their Ph.D. The purpose of this course is to offer training in the teaching of economics. The focus will be on classroom preparation, testing and grading, web support, student retention and other elements of a successful classroom experience. At the completion of the course, students will be graded on a Pass/Fail criteria, based on the instructor's determination of the student's readiness to teach in the classroom.

- **EC-803 The Philosophy of Economics**

Prerequisites:

Take EC-811 EC-821 and EC-851;

Credits:

3.00

Description:

The course will be conducted as a seminar, with weekly discussions and paper presentations on assigned readings. Topics to be covered include the question of whether the neoclassical model stands up to critiques from Austrians, Behaviorists and those cognitive scientists who question the existence and/or autonomy of the individual decision maker. Another topic is whether methodological individualism continues to serve as a viable approach to economics, given evidence that people do not choose rationally. Other topics: general equilibrium theory and its critics, methodological disputes between a priorists and empiricists, and how neuroeconomics informs our understanding of choice theory.

- **EC-810 Advanced Macroeconomics I**

Credits:

3.00

Description:

This course divides itself into three principal topics: (1) economic growth, (2) the effects of shocks and rigidities on the performance of the economic system and (3) the effects of government policy on economic growth and performance. The course begins with a consideration of the Solow model and then generalizes the discussion to allow for endogenous savings, constraints on natural resources and adjustment costs associated with capital spending. Discussion of economic shocks focuses on the Lucas model and its critics. Government policy is considered for its effectiveness or ineffectiveness under alternative assumptions concerning price rigidities. The course makes ample use of elementary differential and integral calculus. Normally offered every year

- **EC-811 Macroeconomics II**

Prerequisites:

EC 810

Credits:

3.00

Description:

This course covers dynamic macroeconomic models involving business cycles, external balances, wage-price dynamics, and financial markets. Other advanced topics including monetary and fiscal policies, nominal and real rigidities, and global financial crisis are also covered.

- **EC-820 Microeconomics I**

Credits:

3.00

Description:

This course introduces the foundations of advanced microeconomic analysis. We develop preference- and choice- based frameworks for choice theory, classical demand theory, and producer choice. We then examine partial equilibrium analysis of competitive markets, externalities and public good followed by choice under uncertainty. This course is offered concurrently with Quantitative Foundations of Advanced Economic Analysis (EC 800) and is the first of two courses covering advanced microeconomic theory. Advanced Microeconomic Theory II (EC 821) is the continuation course and is offered during the spring semester. Normally offered every year

- **EC-821 Microeconomics II**

Prerequisites:

EC 820

Credits:

3.00

Description:

This course in microeconomic theory is a continuation of Advanced Microeconomic Theory (EC 820). It is designed to provide students with a firm grounding in microeconomics and to help them apply economic models in their research. The course covers decision-making under uncertainty; information economics and related topics of game theory (including incentive theory, moral hazard, mechanism design, signaling, bargaining, and auctions) welfare economics and social choice; and public economics, including externalities and public goods.

- **EC-823 Economics of Regulation**

Prerequisites:

EC 820

Credits:

3.00

Description:

This course examines regulation and analyzes the structure, conduct and performance of American industry. Monopoly and strategic behavior in oligopoly and monopolistic competition are considered. U.S. antitrust law and the effect of regulatory laws on industrial performance are explored. Regulatory practices, rate setting, deregulation, public-enterprise pricing, and issues in privatization are examined, with an emphasis on case studies and policy analysis. Ph.D. students are required to write and present a major research paper related to regulation. Normally offered every year.

- **EC-824 Political Economics**

Prerequisites:

EC 821

Credits:

3.00

Description:

This graduate-level course uses game theoretical models to study how (economic) policies are determined in democracies. Covers the basic models (Hotelling-Downs spatial competition, probabilistic voting, partisan voting) as well as some recent extensions (models of lobbies and political agency). Applications to political economy of reform and persistence of inefficient economic policies are presented. The course is mostly theoretical. The goal is to give the students the necessary tools to study the economics of politics.

- **EC-825 Advanced Public Economics**

Prerequisites:

EC 821

Credits:

3.00

Description:

A doctoral-level treatment of topics in public choice and public finance. Public Choice focuses on understanding why government operates the way it does and how it impacts efficiency. Public Finance focuses on how governments raise tax revenue and how that impacts efficiency. Topics include an examination of theories of the origin of the state, interest groups, rent seeking, regulation, bureaucracy, federalism, democratic efficiency, and taxation.

- **EC-826 Financial Economics**

Prerequisites:

EC-820 OR EC-821 and EC-850 or EC-851

Credits:

3.00

Description:

This course provides a solid foundation in financial economics, for both researchers and practitioners. The course begins by setting out the nature of decision-making under uncertainty in the context of financial markets. It then examines portfolio management, including mean-variance, utility-maximizing, and behavioral approaches. Attention next turns to asset valuation - of equities and fixed income securities, as well as financial derivatives (including a derivation of the Black-Scholes model, the application of Levy-stable distributions, and simulation exercises). Other topics may include corporate capital structure, and the use of real options. Prerequisites: EC 820, EC 821, EC 850 and EC 851 or instructor's permission.

- **EC-827 Empirical Financial Economics**

Prerequisites:

Take EC-826 and EC-851;

Credits:

3.00

Description:

This course explains and applies the techniques of time-series analysis that are required to understand and estimate relationships in financial economics, including models of asset prices and returns. Topics include ARIMA models, univariate and multivariate GARCH models, TAR and other nonlinear models, extreme value theory and VaR, vector autoregressions (VAR), and neural networks. These methods are used by professionals in portfolio management, economic and financial consulting, and securities regulation.

- **EC-828 Collective Choice and Tax Policy**

Prerequisites:

EC-821;

Credits:

3.00

Description:

A doctoral-level treatment of topics in public choice and public finance. Public Choice focuses on understanding why government operates the way it does and how it impacts efficiency. Public Finance focuses on how governments raise tax revenue and how that impacts efficiency. Topics include an examination of theories of the origin of the state, interest groups, rent seeking, regulation, bureaucracy, federalism, democratic efficiency, and taxation.

• EC-830 International Trade Theory and Policy

Prerequisites:

EC 820

Credits:

3.00

Description:

The course covers the causes and consequences of international trade. Coverage of the classical, neo-classical and modern theories and empirical studies on the determinants of trade, such as technology, factor endowments, and increasing returns to scale. The determinants of offshoring and its economic effects. The effects of trade on the distribution of income. Coverage of the economic and welfare effects of trade policy instruments. The political economy of trade policy. The effects of economic growth on trade. The effects of trade on economic development.

• EC-840 Advanced International Monetary Economics

Prerequisites:

EC 821 and EC 850

Credits:

3.00

Description:

Analysis of the monetary side of the international economy. Topics include balance of payments, determination of foreign exchange rates, central bank intervention in the foreign exchange market, foreign exchange market efficiency, monetary and fiscal policy in open economies, international

macroeconomic interdependence and policy coordination, currency crisis and international monetary integration.

- **EC-842 Development Economics**

Prerequisites:

Take EC-810;

Credits:

3.00

Description:

A PhD-level treatment of development economics. Topics include the measurement of economic development, poverty, and inequality; the theory and empirics of economic growth, with special attention to the role of initial conditions; and the impact of recessions on developing countries.

Microeconomic topics include demography, land rights, human capital (including education and health), capital markets (including microfinance), the environment, and the role of government (including issues related to war, corruption, the development of institutions, and social capital). The course includes significant work with large household datasets. Normally offered every other year.

- **EC-850 Econometrics I**

Credits:

3.00

Description:

Introduction to econometrics with a focus on application. Includes a review of statistical methods for estimation, inference, and hypothesis testing. After the presentation of the classical linear regression models under ideal conditions, consequences of misspecification and violations of the ideal conditions are studied with suggestions on appropriate remedial measures. The course requires advanced knowledge of matrix algebra and calculus. Normally offered every year.

- **EC-851 Econometrics II**

Prerequisites:

EC 850

Credits:

3.00

Description:

Advanced topics in applied econometrics. The lectures cover systems of regression equations, simultaneous equation models, panel data models, and selected further topics. In addition to studying the relevant techniques, the course includes detailed discussions of papers in applied econometrics. The emphasis is on the application of the various methods using standard econometric software.

- **EC-855 Advanced Time Series Applications**

Prerequisites:

Take EC-850 and EC-851;

Credits:

3.00

Description:

A survey of modern time series econometrics. Topics include univariate and multivariate models for stationary time series, vector autoregressions, linear and nonlinear filtering, frequency domain methods, unit roots, cointegration, structural breaks, forecasting, and application of technical tools to various aspects of international economics and economic policy. Normally offered every year.

- **EC-861 Nonparametric Econometrics**

Prerequisites:

EC 851

Credits:

3.00

Description:

This course covers some selected topics in advanced econometrics, including an introduction to nonparametric and semiparametric statistical methods and their application in econometrics. The emphasis is on nonparametric density estimation, nonparametric regression, and semiparametric estimation of single-index models including discrete-choice models. The course also covers computer intensive methods including bootstrap and

numerical optimization. Besides a theoretical introduction of these methods, the course heavily relies on students writing computer codes using popular software to complete homework assignments.

- **EC-862 Applied Time Series Methods**

Prerequisites:

Take EC-750 or EC-850;

Credits:

3.00

Description:

This doctoral-level course provides an introduction to some of the important methods of time-series econometrics that are frequently employed in empirical economic or financial studies with time-series data. The focus is initially on the identification and estimation of ARMA models, including time trend and seasonality, and then on forecasting and forecast evaluations which will be based on the estimated model. Other topics to be discussed include vector autoregressions (VAR), unit root tests, ARIMA models, and univariate ARCH/GARCH models.

- **EC-870 Industrial Organization**

Prerequisites:

EC 821 and EC 850

Credits:

3.00

Description:

Industrial structure, firm behavior, and performance are analyzed using models of strategic interaction among competing firms. Monopoly pricing, product differentiation, price discrimination, price and non-price competition, entry, exit, and investment in research and development are explored using contemporary models of industrial organization.

- **EC-880 Ph.D. Research Workshop I**

Prerequisites:

Completion of Ph.D. qualifying examinations and field courses

Credits:

3.00

Description:

This course is designed to help students make progress on their dissertations. The workshop is a forum for presenting current work, discussing research, and enhancing scientific writing skills. Each student is expected to identify a research topic of interest during the summer prior to enrolling in this course. Students will present a research proposal in the beginning of the course and must write and present a field paper by the end of the course. Normally offered every year

- **EC-881 Ph.D. Research Workshop II**

Prerequisites:

Pre-requisites: EC 880

Credits:

3.00

Description:

This course is a continuation of EC 880, and is designed to help students make progress on their dissertation research. The workshop provides a forum for presenting and discussing ongoing research and enhancing scientific writing skills. Students are required to submit a paper in the area of their dissertation research by the end of the course.

- **EC-901 Dissertation Research**

Prerequisites:

Permission of Graduate Program Director required

Credits:

0.00

Description:

Research towards completion of doctoral dissertation. Permission of Graduate Program Director required.

- **EC-910 Independent Study**

Credits:

3.00

Description:

Independent study in Economics

- **EC-999 Economics PhD Continuation**

Prerequisites:

Permission of Graduate Program Director required

Credits:

0.00

Description:

Research towards completion of doctoral dissertation. Permission of Graduate Program Director required.

2014-2015 Archived Catalog Information

Ethics and Public Policy

The corporate world, rapid developments in biotechnology, and the changing nature of warfare raise new and complicated moral concerns. The master's program in Ethics and Public Policy trains leaders, executives, professionals, and scholars to identify and think through these questions. This degree, offered as a collaboration between the departments of philosophy, government, and public management, provides students with a practical set of tools to appreciate not only how policy is made but also what kinds of ethical choices are involved in its formation.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)

The program is designed to accommodate both full-time and part-time students. To successfully complete the program students must take 4 core courses, 5 electives, and successfully complete a faculty-supervised internship (total 30 credits).

Required Core Courses (5 courses, 15 credits)

- **PHIL-701 History of Ethics and Political Phil. I: Ancient and Medieval**

Credits:

3.00

Description:

A survey of major works and themes of moral and political philosophy from ancient Greece to the late medieval period. Topics covered will include the nature of moral duties, the connection between happiness and morality, citizenship and virtue, the meaning of a good life", the attractions and limitations of moral relativism, the foundations of legitimate government, arguments for and against democracy, realism and idealism in statecraft, and the relationship between law and ethics. Authors may include the Pre-Socratic thinkers, Plato, Aristotle, Cicero, Augustine, and Aquinas, among others. Normally offered every year in the fall.

- **PHIL-702 History of Ethics and Political Phil. II : Modern**

Prerequisites:

Prerequisite: PHIL 701

Credits:

3.00

Description:

A continuation of PHIL 701, covering the early modern era to the dawn of the 20th century. Authors may include Machiavelli, Hobbes, Locke, Rousseau, Kant, Hegel, Mill, Marx, and Nietzsche, among others. Prerequisite: PHIL 701. Normally offered every year in the spring.

- **GVT-724 Politics of Public Policy**

Credits:

3.00

Description:

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

- **P.AD-712 Information Based Management**

Credits:

3.00

Description:

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

- PHIL-713 Internship in Applied Ethics

Credits:

3.00

Description:

Students in this course will serve as interns in a department-approved position with a service provider, professional organization, government agency, or non-governmental organization whose work is relevant to issues in applied ethics. A faculty mentor will meet with students regularly to develop individually designed programs of readings and to discuss this material and its relation to the internship experience. In addition to the substantial time commitment to the internship, course requirements will usually include a journal and a research project. Normally offered every year.

Electives (5 courses, 15 credits)

After fulfilling the required core curriculum, students may, with the approval of the program director, choose their electives from offerings throughout the College of Arts and Sciences and the School of Business.

Faculty Supervised Internship

EPP students are required to undertake a semester-long, 3-credit internship. Students can intern with a governmental or non-governmental organization of their choosing or with organizations in the program's network. Interns are required to produce an internship research paper. The paper, developed in coordination with a faculty advisor, provides an opportunity for students to bring their theoretical studies to bear on practical experience and vice versa. The internship counts formally as one of the ten courses students must take to complete their degree.

Thesis Option

Under some circumstances (usually for a student intending to apply to PhD programs), the internship may be replaced by a master's thesis, provided that a proposal submitted by the student and a faculty advisor is passed by an ad hoc faculty committee chaired by the program director. The thesis option involves the production of a substantial research paper and in most cases would lengthen the time in the program by at least one semester.

2014-2015 Archived Catalog Information

Graphic Design (MA)

The New England School of Art & Design's Master of Arts program in Graphic Design is intended as a three-semester, full-time, practice-oriented, initial graduate program, consisting of a minimum of 30 credits of graduate study (700-level or higher). Although the program is designed for those who have earned a Bachelor of Fine Arts in Graphic Design, the university also welcomes those who have earned an undergraduate degree in a field not related to the visual arts or who have earned an undergraduate degree in an area of the visual arts other than graphic design.

If you have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design, you will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. The course of study for those who do not possess a BFA in Graphic Design will vary significantly from that outlined here and will be determined on an individual basis.

For admitted applicants who qualify, the [Accelerated Summer Program](#) is an intensive session designed to expedite students' foundational-level design coursework prior to fall matriculation.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

Candidates for the master's degree must complete a course of study consisting of 30 credits. Applicants possessing a Bachelor of Fine Arts in Graphic Design can typically complete their master's degree with 30 credits of graduate study (700-level or higher).

All graduate students should be aware that the specific courses for which they are permitted to register in any given semester will depend on prior art background, transfer/waived credits, prerequisite requirements, and course scheduling. Therefore, it may not be possible for a student who wishes to take a full course load to do so.

The letter "S" preceding a course number indicates a studio course. A studio fee is assessed for all studio courses.

Degree Requirements: 10 courses, 30 credits

- ADG-700 Graphic Design Graduate Internship

Prerequisites:

Consent of Program Director required.

Credits:

3.00

Description:

The purpose of this course is to provide students with an opportunity to explore areas within the graphic design field that they have not previously experienced. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a journal of their observations and submit sample work. Required classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. Students with prior extensive and documented work experience in the field may be exempt from the internship requirement, with the approval of the Masters in Graphic Design Program Director; however, such students will be required to substitute a 3-credit studio elective for the internship.

Term:

Offered Both Fall and Spring

• ADG-810 Graphic Design Graduate Seminar

Credits:

3.00

Description:

The graphic design graduate seminar should be taken during the student's first semester in the MAGD program, ideally before significant work on the thesis begins. The seminar will begin with class visits by visionaries and innovators in art-related fields, who will present their work, providing students the opportunity to begin exploration of these designers' thought processes. This exposure is intended to aid students in coalescing their own methods of thinking, approaching and executing their own work. Two student-designed projects will follow: a presentation on the work of a design innovator identified and selected by the student, and the compilation and execution of a theoretical project based on a societal need. Students are encouraged to present in any combination of field-appropriate media and both projects are intended to encourage the independent thinking required in the preparation of the thesis.

Term:

Offered Both Fall and Spring

- **ADG-S820 Graphic Design Graduate Studio I**

Credits:

3.00

Description:

In this graduate studio, students will explore complex graphic design problems, particularly those requiring a multi-disciplinary approach. The goal of the course is to extend the student's viewpoint beyond simple one-dimensional solutions and to encourage thoughtful and inventive design, and innovative problem-solving.

Term:

Offered Fall Term

- **ADG-S822 Graphic Design Graduate Studio II**

Prerequisites:

ADG S820

Credits:

3.00

Description:

In this advanced-level studio, students will continue their exploration of the more complex graphic design projects begun in Graphic Design Graduate Studio I (ADG S820), with the emphasis on design problems requiring a multi-disciplinary approach. Students will be exposed to projects that encompass a broad variety of design circumstances, and they will be encouraged to guide clients to more inventive and unique solutions. Each project assigned has a student-generated component in its selected topic and scope. The formation of project details requires students to engage in considerable research prior to starting the application of design.

Term:

Offered Spring Term

- **ADG-S840 Thesis Research**

Credits:

3.00

Description:

The Master's program in Graphic Design culminates in a thesis, an independent project based on an original idea designed and developed by the student in concert with a team of advisers. Thesis Research Studio requires the definition of a graphic design problem, research of case studies and visual works relevant to the thesis topic, and the creation of an outline for the thesis studio project. The class will culminate in the preparation of printed documentation, as well as an oral/visual presentation. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

Term:

Offered Both Fall and Spring

- **ADG-S842 Graphic Design Thesis Studio**

Prerequisites:

ADG 840

Credits:

3.00

Description:

The Graphic Design Thesis is a focused independent project on a single original topic, developed by the student working in conjunction with a team of advisors. During this studio course students will test various formats for visualizing their thesis and will execute the design work necessary to realize their project. Emphasis will be placed on creative inquiry and the development of unique solutions that are conceptually strong and content rich. The final thesis will be comprised of the design project along with extensive written documentation. Students must demonstrate independence in relation to their own design process and the ability to realize a complex graphic design solution.

Term:

Offered Both Fall and Spring

- **ADG-S844 Graphic Design Thesis Documentation Studio**

Credits:

3.00

Description:

This studio course represents the final phase of the thesis process. Having defined the design problem, completed the necessary research and finalized the design solution, the students will then document the process and project in written and visual form. Thesis documentation will consist of the visual manifestation of the design solution as well the professional level production of a printed, bound volume or other appropriate format in which the thesis project, research, and solution are presented in both text and images. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

Term:

Offered Both Fall and Spring

Choose 3 elective courses at the 700-level or higher from those listed in the courses tab.

Thesis

The master's program culminates in a final thesis project, an independent inquiry based on an original idea associated with a student's chosen area of concentration. Graphic Design Thesis Research (ADG-S840), Thesis Studio (ADG-S842), and Thesis Documentation (ADG-S844) are the core courses in the master's program curriculum sequence. Successful completion of Thesis Research is a prerequisite for enrollment in Thesis Studio and successful completion of Thesis Studio is likewise a prerequisite for enrollment in Thesis Documentation.

Portfolio Review and Thesis Exhibition

End-of-semester Portfolio Reviews are required of all master's and pre-master's students, as is participation in the Graduate Student Thesis Exhibition. *Please note that degrees will not be awarded until these requirements have been successfully completed.*

Applicants Without an Undergraduate Arts Degree

Applicants possessing an undergraduate degree in the visual arts (other than graphic design) can often be exempted from the Foundation Studies Program, leaving foundational graphic design coursework (a maximum of 43 undergraduate credits) and 30 credits of graduate study (700-level or higher) to complete. Such students should expect to spend at least two and, in some cases, up to three years of year-round study to complete the degree.

Applicants possessing an undergraduate degree in a field not related to the visual arts generally will be required to complete a maximum of 72 credits of Foundation Studies and foundational Graphic Design study, as well as 30 credits of graduate study (700-level or higher). Such students should expect to spend at least three and, in some cases, up to four years of year-round study to complete the degree.

Please refer to the Preparatory Pathways tab for further course information.

2014-2015 Archived Catalog Information

Graphic Design (MA)

The New England School of Art & Design's Master of Arts program in Graphic Design is intended as a three-semester, full-time, practice-oriented, initial graduate program, consisting of a minimum of 30 credits of graduate study (700-level or higher). Although the program is designed for those who have earned a Bachelor of Fine Arts in Graphic Design, the university also welcomes those who have earned an undergraduate degree in a field not related to the visual arts or who have earned an undergraduate degree in an area of the visual arts other than graphic design.

If you have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design, you will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. The course of study for those who do not possess a BFA in Graphic Design will vary significantly from that outlined here and will be determined on an individual basis.

For admitted applicants who qualify, the [Accelerated Summer Program](#) is an intensive session designed to expedite students' foundational-level design coursework prior to fall matriculation.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

Preparatory Pathways

Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design will be required to complete additional foundational (undergraduate equivalent) coursework from the list below, as determined by the graduate program director.

Prerequisite Courses

Foundation Studies Courses

- ADF-S501 Foundation Drawing I

Credits:

3.00

Description:

This course concentrates on the traditional techniques of observational drawing. Fundamental principles and elements of drawing are introduced in structured lessons and exercises, which are supplemented by additional outside assignments. Foundation Drawing I stresses the development of visual skills as well as the broad use of drawing concepts, vocabulary, techniques and variety of materials. Normally offered each semester.

Term:

Offered Both Fall and Spring

- **ADF-S502 Foundation Drawing II**

Prerequisites:

ADF S101 or ADF S501.

Credits:

3.00

Description:

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S501). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the human figure provides exposure to gesture, structure and complex form. As students begin to develop a more sophisticated and personal approach, issues of expression and interpretation will be investigated, focusing on personal style and expression.

Term:

Offered Both Fall and Spring

- **ADF-S552 3- Dimensional Design**

Prerequisites:

ADF S151 or ADF S551

Credits:

3.00

Description:

This course focuses on the fundamental elements of three-dimensional form. Line, plane and volume will be explored as students develop visual analysis and critical thinking skills in the round. The role of scale, proportion, structure, surface, light and display will be addressed, as students create forms that activate space and engage the viewer. The course will proceed from work with simple forms and techniques to more challenging and comprehensive problems addressing both additive and subtractive methods.

Term:

Offered Both Fall and Spring

- **ADF-S566 2D/COLOR**

Credits:

3.00

Description:

The goal of this course is proficiency in the logic and structure of two-dimensional design and color. Students will take a dynamic approach to effective visual communication, and to organizing and activating the two-dimensional surface, with emphasis on such essential visual elements as line, shape and texture. The study of color will be viewed in the context of, and as an essential component of pictorial expression. Students also will develop the ability to make informed choices when communicating visual ideas. Digital and traditional media will be addressed, as will past and contemporary approaches to composition and color in art and design.

Foundational Graphic Design Courses

- **ADG-S601 Basic Typography**

Prerequisites:

ADF S151 or ADF S166

Credits:

3.00

Description:

This course will introduce students to the creative use of typography in the design process and will provide them with the skills and knowledge necessary to accurately specify and render type.

Term:

Offered Fall Term

- **ADG-S602 Computer Typography**

Prerequisites:

ADG S201 OR ADG S601 AND ADG S219 OR ADG S619

Credits:

3.00

Description:

This advanced course focuses on the translation of the historical knowledge and hand skills learned in Basic Typography into a digital format. Students will learn how to produce quality typography, as well as experiment with and explore letterform design manipulation.

Term:

Offered Spring Term

- **ADG-S606 Graphic Design I**

Prerequisites:

ADF S551 OR ADF S151 OR ADF S166

Credits:

3.00

Description:

Emphasizing the creative process from thumbnail to comprehensive, this course will also introduce the student to the language, tools, and techniques of the professional graphic designer. Attention will be paid to conceptualization, production and presentation in solving design problems. This course will expose the student to a series of assignments designed to show step-by-step problem solving from observation and research, to the incorporation of these findings into the design of communication vehicles.

Term:

Offered Fall Term

- **ADG-S607 Graphic Design II**

Prerequisites:

ADG S206 OR ADG S606 AND ADG S219 OR ADGS 619

Credits:

3.00

Description:

A continuation of the skills learned in Graphic Design I, involving projects that are broader in scope, more in-depth, and address societal issues.

Term:

Offered Spring Term

- **ADG-S613 Web Design I**

Prerequisites:

ADG S219 OR ADG S619

Credits:

3.00

Description:

This course will introduce basic web site design and creation skills to students in order to prepare them for more advanced study in Web Design II. The class will use a variety of industry standard software to design and create basic working websites. Students will learn HTML, XHTML and CSS.

JavaScript, Flash and Action Scripting will be discussed and presented as supplemental tools. Information architecture, wire frames, interface design, user experience and web page layouts will be explored in depth. The history, societal context and future of new media will be discussed throughout the semester.

- **ADG-S614 Illustration**

Prerequisites:

ADF S102 OR ADF S502

Credits:

3.00

Description:

This course introduces the skills necessary for meeting clients' illustration needs in a variety of media appropriate to their context. Emphasis will be placed on developing the ability to draw real objects and people while advancing a personal style. Students' development of visual research and photo reference, thumbnailing and rendering skills for a presentation of ideas and concepts while designing the proper environment for their illustration will be required.

Term:

Offered Spring Term

- **ADG-S619 Computer Applications in Design**

Credits:

3.00

Description:

In this course students will learn the major software applications used by graphic designers, such as Adobe Creative Suite: InDesign, Illustrator, and Photoshop. Through a series of problems, students will learn how and when to use specific software to produce their solutions and prepare portfolio-quality design. Intended for majors only. Normally offered Fall semester.

Term:

Offered Fall Term

- **ADG-624 History of Graphic Design**

Credits:

3.00

Description:

The first part of this course will focus on the history of graphic design from prehistoric times to the Industrial Revolution, including the origins of graphic communications in the ancient world, the development of the alphabet and early printing methods, and typography. The second portion will concentrate on the period from the mid 19th-century to the present, and will include the Arts and Crafts Movement, the various 'isms' and their influence on modern art, the Bauhaus and International Style, and contemporary visual systems and image making.

Term:

Offered Fall Term

- **ADG-637 Professional Practice**

Credits:

3.00

Description:

This course is designed to provide final preparation for employment in the field of graphic design. In addition to helping each student develop a professional portfolio, the course will provide students with practical knowledge of the business aspects of graphic design, interviewing skills, resume preparation, personal branding and help students target internship opportunities for the following semester.

Term:

Offered Fall Term

- **ADG-S639 Master's Prep I**

Credits:

3.00

Description:

This course is designed for Master's candidates selected by the program director. The focus of Master's Prep I is for students to develop comprehensive knowledge of the basic skills required of graphic designers. In this class students will complete a series of rapid-fire exercises including, but not limited to, the following: composition, color, understanding type and its application and story communication. Although conceptual thinking is not the primary focus of the course, at the end of each exercise, students will have the opportunity to reflect upon the conceptual thought processes involved in their assignments. The goal of Master's Prep I is to develop and ingrain these fundamental skills in design craft, enabling students to apply them to the projects throughout their graduation coursework.

Term:

Offered Fall Term

• ADG-S644 Graphic Design III

Prerequisites:

ADI S602 OR ADI S202; ADG S607 OR ADG S207; ADG S619 OR ADG S219

Credits:

3.00

Description:

This continuation of Graphic Design I and II will concentrate on increasing sophistication in creative problem-solving abilities. The course will also develop a solid understanding of prepress terms and operations and the impact of technology on those operations. It will also provide the knowledge and skills necessary to enable students to make appropriate prepress decisions regarding more complex projects.

Term:

Offered Fall Term

• ADG-S645 Graphic Design IV

Prerequisites:

ADG-S344 or ADG-S644

Credits:

3.00

Description:

A continuation of the concepts and skills developed in Graphic Design III and their application to more complex, multi-pieced, in-depth projects.

Term:

Offered Spring Term

- **ADG-S649 Master's Prep II**

Prerequisites:

ADG S639 or instructor's permission

Credits:

3.00

Description:

This course is about discovering connections where one least expects them. It is about thinking as a journey into the unforeseen possibilities of sense and meaning. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking and turn them into their own methodologies: How things are relationships of meaning, how form is the power of the surface, how context is the stage for sense, how sense is revived by taking things apart, and finally how critical thinking beheads the dragon of ideological tyranny. To be able to play this game, students are expected to possess the craft learned in Master's Prep I and apply it intuitively. This course will make a permanent mark on creative minds that don't need a muse to be free. Students will walk away knowing how to depend on their own thinking as a practical routine to tackle complex creative problems without the fear of being wrong.

Term:

Offered Spring Term

- **ADG-S654 Advanced Computer Applications**

Prerequisites:

ADG S201 or ADG S601, ADG S202 or ADG S606, ADG S219 or ADG S619

Credits:

3.00

Description:

This course is designed to further explore software applications for specific and experimental effects. It aims to provide students with the knowledge and skills necessary to choose the appropriate software application and to execute the desired design, focusing on the design itself rather than on the limitations of the computer programs. The course also focuses on solving the technical and production problems when preparing artwork electronically for printing. Software applications include Adobe Creative Suite: InDesign, Illustrator, and Photoshop.

Term:

Offered Spring Term

2014-2015 Archived Catalog Information

Graphic Design (MA)

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If you have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design, you will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. The course of study for those who do not possess a BFA in Graphic Design will vary significantly from that outlined here and will be determined on an individual basis.

For admitted applicants who qualify, the [Accelerated Summer Program](#) is an intensive session designed to expedite students' foundational-level design coursework prior to fall matriculation.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

- ADG-624 History of Graphic Design

Credits:

3.00

Description:

The first part of this course will focus on the history of graphic design from prehistoric times to the Industrial Revolution, including the origins of graphic communications in the ancient world, the development of the alphabet and early printing methods, and typography. The second portion will concentrate on the period from the mid 19th-century to the present, and will include the Arts and Crafts Movement, the various 'isms' and their influence on modern art, the Bauhaus and International Style, and contemporary visual systems and image making.

Term:

Offered Fall Term

- **ADG-637 Professional Practice**

Credits:

3.00

Description:

This course is designed to provide final preparation for employment in the field of graphic design. In addition to helping each student develop a professional portfolio, the course will provide students with practical knowledge of the business aspects of graphic design, interviewing skills, resume preparation, personal branding and help students target internship opportunities for the following semester.

Term:

Offered Fall Term

- **ADG-700 Graphic Design Graduate Internship**

Prerequisites:

Consent of Program Director required.

Credits:

3.00

Description:

The purpose of this course is to provide students with an opportunity to explore areas within the graphic design field that they have not previously experienced. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a journal of their observations and submit sample work. Required classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. Students with prior extensive and documented work experience in the field may be exempt from the internship requirement, with the approval of the Masters in Graphic Design Program Director; however, such students will be required to substitute a 3-credit studio elective for the internship.

Term:

Offered Both Fall and Spring

- **ADG-704 Art and Architecture of the Italian Renaissance**

Credits:

3.00

Description:

This international study course introduces students to Italian Renaissance art, artists and culture from the first evidence in the Italian Gothic (around the 1260s) to the Early and High Renaissance, predominantly in Florence and Venice, up to the 1600s. The course will survey the history of painting, sculpture, and architecture as works are studied individually, not only for their formal elements and visual importance, but also within their aesthetic, historic, political and cultural contexts. Class discussion and a visual analysis of works of art will encourage personal interpretation and critical thinking. This course is offered in conjunction with Italian Journal (ADG S702) on-site in Tuscany and Venice.

- **ADG-810 Graphic Design Graduate Seminar**

Credits:

3.00

Description:

The graphic design graduate seminar should be taken during the student's first semester in the MAGD program, ideally before significant work on the thesis begins. The seminar will begin with class visits by visionaries and innovators in art-related fields, who will present their work, providing students the opportunity to begin exploration of these designers' thought processes. This exposure is intended to aid students in coalescing their own methods of thinking, approaching and executing their own work. Two student-designed projects will follow: a presentation on the work of a design innovator identified and selected by the student, and the compilation and execution of a theoretical project based on a societal need. Students are encouraged to present in any combination of field-appropriate media and both projects are intended to encourage the independent thinking required in the preparation of the thesis.

Term:

Offered Both Fall and Spring

- **ADG-850 Graphic Design & Business: a Symbiotic Relationship**

Credits:

3.00

Description:

Concept-driven seminar with a focus on advertising. Instructor invites design professionals to work directly with students in class on unique assignments emphasizing innovation. Develops students' individual voices while introducing industry-standard techniques for contemporary visual communication. In-class Q&A between students and guests on concepting, self-promotion, and job-search. Establishes the professional parameters for a marketable online portfolio and updated design approaches for digital & print.

Term:

Offered Spring Term

- **ADG-900 Graphic Design Directed Study**

Prerequisites:

Instructor's consent required.

Credits:

3.00

Description:

Students complete a Directed Study Project under the supervision of a full-time faculty member. All Directed Study request forms must be accompanied by a written proposal and schedule, and must be approved by the faculty member, the Graduate Program Director and the Department Chair.

- **ADG-910 Graphic Design Independent Study**

Prerequisites:

Instructor's consent required.

Credits:

3.00

Description:

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. Students work one-on-one with a full-time faculty member to realize a particular and well-defined goal. Proposals for Independent Studies must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.

- **ADG-S601 Basic Typography**

Prerequisites:

ADF S151 or ADF S166

Credits:

3.00

Description:

This course will introduce students to the creative use of typography in the design process and will provide them with the skills and knowledge necessary to accurately specify and render type.

Term:

Offered Fall Term

- **ADG-S602 Computer Typography**

Prerequisites:

ADG S201 OR ADG S601 AND ADG S219 OR ADG S619

Credits:

3.00

Description:

This advanced course focuses on the translation of the historical knowledge and hand skills learned in Basic Typography into a digital format. Students will learn how to produce quality typography, as well as experiment with and explore letterform design manipulation.

Term:

Offered Spring Term

• ADG-S606 Graphic Design I

Prerequisites:

ADF S551 OR ADF S151 OR ADF S166

Credits:

3.00

Description:

Emphasizing the creative process from thumbnail to comprehensive, this course will also introduce the student to the language, tools, and techniques of the professional graphic designer. Attention will be paid to conceptualization, production and presentation in solving design problems. This course will expose the student to a series of assignments designed to show step-by-step problem solving from observation and research, to the incorporation of these findings into the design of communication vehicles.

Term:

Offered Fall Term

• ADG-S607 Graphic Design II

Prerequisites:

ADG S206 OR ADG S606 AND ADG S219 OR ADGS 619

Credits:

3.00

Description:

A continuation of the skills learned in Graphic Design I, involving projects that are broader in scope, more in-depth, and address societal issues.

Term:

Offered Spring Term

- **ADG-S613 Web Design I**

Prerequisites:

ADG S219 OR ADG S619

Credits:

3.00

Description:

This course will introduce basic web site design and creation skills to students in order to prepare them for more advanced study in Web Design II. The class will use a variety of industry standard software to design and create basic working websites. Students will learn HTML, XHTML and CSS. Javascript, Flash and Action Scripting will be discussed and presented as supplemental tools. Information architecture, wire frames, interface design, user experience and web page layouts will be explored in depth. The history, societal context and future of new media will be discussed throughout the semester.

- **ADG-S614 Illustration**

Prerequisites:

ADF S102 OR ADF S502

Credits:

3.00

Description:

This course introduces the skills necessary for meeting clients' illustration needs in a variety of media appropriate to their context. Emphasis will be placed on developing the ability to draw real objects and people while advancing a personal style. Students' development of visual research and photo reference, thumbnailing and rendering skills for a presentation of ideas and concepts while designing the proper environment for their illustration will be required.

Term:

Offered Spring Term

- **ADG-S619 Computer Applications in Design**

Credits:

3.00

Description:

In this course students will learn the major software applications used by graphic designers, such as Adobe Creative Suite: InDesign, Illustrator, and Photoshop. Through a series of problems, students will learn how and when to use specific software to produce their solutions and prepare portfolio-quality design. Intended for majors only. Normally offered Fall semester.

Term:

Offered Fall Term

- **ADG-S639 Master's Prep I**

Credits:

3.00

Description:

This course is designed for Master's candidates selected by the program director. The focus of Master's Prep I is for students to develop comprehensive knowledge of the basic skills required of graphic designers. In this class students will complete a series of rapid-fire exercises including, but not limited to, the following: composition, color, understanding type and its application and story communication. Although conceptual thinking is not the primary focus of the course, at the end of each exercise, students will have the opportunity to reflect upon the conceptual thought processes involved in their assignments. The goal of Master's Prep I is to develop and ingrain these fundamental skills in design craft, enabling students to apply them to the projects throughout their graduation coursework.

Term:

Offered Fall Term

- **ADG-S644 Graphic Design III**

Prerequisites:

ADI S602 OR ADI S202; ADG S607 OR ADG S207; ADG S619 OR ADG S219

Credits:

3.00

Description:

This continuation of Graphic Design I and II will concentrate on increasing sophistication in creative problem-solving abilities. The course will also develop a solid understanding of prepress terms and operations and the impact of technology on those operations. It will also provide the knowledge and skills necessary to enable students to make appropriate prepress decisions regarding more complex projects.

Term:

Offered Fall Term

- **ADG-S645 Graphic Design IV**

Prerequisites:

ADG-S344 or ADG-S644

Credits:

3.00

Description:

A continuation of the concepts and skills developed in Graphic Design III and their application to more complex, multi-pieced, in-depth projects.

Term:

Offered Spring Term

- **ADG-S649 Master's Prep II**

Prerequisites:

ADG S639 or instructor's permission

Credits:

3.00

Description:

This course is about discovering connections where one least expects them. It is about thinking as a journey into the unforeseen possibilities of sense and meaning. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking and turn them into their own methodologies: How things are relationships of meaning, how form is the power of the surface, how context is the stage for sense, how sense is revived by taking things apart, and finally how critical thinking beheads the dragon of ideological tyranny. To be able to play this game, students are expected to possess the craft learned in Master's Prep I and apply it intuitively. This course will make a permanent mark on creative minds that don't need a muse to be free. Students will walk away knowing how to depend on their own thinking as a practical routine to tackle complex creative problems without the fear of being wrong.

Term:

Offered Spring Term

- **ADG-S654 Advanced Computer Applications**

Prerequisites:

ADG S201 or ADG S601, ADG S202 or ADG S606, ADG S219 or ADG S619

Credits:

3.00

Description:

This course is designed to further explore software applications for specific and experimental effects. It aims to provide students with the knowledge and skills necessary to choose the appropriate software application and to execute the desired design, focusing on the design itself rather than on the limitations of the computer programs. The course also focuses on solving the technical and production problems when preparing artwork electronically for printing. Software applications include Adobe Creative Suite: InDesign, Illustrator, and Photoshop.

Term:

Offered Spring Term

- **ADG-S702 Italian Journal: Paint and Drawing On Paper**

Prerequisites:

ADF-S102 or ADF-S502

Credits:

3.00

Description:

This faculty-led study abroad course introduces the skills necessary for meeting clients' illustration needs in a variety of media appropriate to context. Florence, Italy and its environs will serve as the subject matter and catalyst in developing the ability to draw objects i.e. Architecture, people and the landscape while advancing a personal style. Study will begin with a pre-departure journal/bookbinding workshop at Suffolk University and move to the outdoors in and around Florence, Italy, Tuscan hill towns, and the Veneto, where students will explore basic illustration styles, methods and techniques.

Term:

Summer

- **ADG-S705 Conceptual Typography**

Prerequisites:

instructor's consent required

Credits:

3.00

Description:

This course is designed to build on core typography knowledge and further students' understanding of the conceptual possibilities of using type in design. Advanced typographic problems requiring the implementation of both traditional and alternative methods will facilitate a deeper exploration of modern communication issues including layered hierarchies, type in motion, typographic voice and illustration.

- **ADG-S711 Integrated Advertising**

Prerequisites:

ADG S206/S606 and ADG S219/S619

Credits:

3.00

Description:

This course will provide instruction towards creatively translating marketing needs into innovative and effective advertising solutions through a series of challenging projects. Students will learn skills applicable to the advertising industry by focusing on creative executions across multiple-media applications including print, direct mail, collateral, outdoor, online, and other media. There will be emphases on idea generation and campaign development with the goal of message communication through the balance of various elements including page design, copywriting, typography, illustration, photography, and visual effects. The history of advertising from the early 20th century to the ever-changing complexity of today's digital landscape will be studied.

- **ADG-S712 Packaging Design**

Prerequisites:

ADG S201 or ADG S601 AND ADG S206 or ADG S606 AND ADG S219 or ADG S619 OR Instructor Permission.

Credits:

3.00

Description:

In this course, students will study the evolution and history of packaging design, discuss philosophies, learn industry terminology and examine contemporary designs. Using case studies, students will analyze the package design process from concept to production and over the course of the semester. Brand extension and consistency, packaging templates, professional procedures, product photography and printing will also be discussed.

Term:

Occasional

- **ADG-S716 Interactive Project Development**

Prerequisites:

ADG S740 or Instructor's consent.

Credits:

3.00

Description:

This course will allow students to take the skills learned in Web I, Web II and Advanced Topics, and apply them to the kinds of projects they'll see in a professional setting. The class will focus on challenging students to develop a holistic understanding of how the code they write affects their designs and vice versa, and to think about how all aspects of building a website affect the final user experience. There will also be a strong emphasis on expanding student digital portfolios with numerous projects based on actual client requests, fully mobile-friendly responsive sites, group projects and more. Students will learn related skills like server management, search engine optimization and how to work as part of a team. This class is intended to prepare students who plan to enter the web and interactive fields upon graduation.

Term:

Occasional

- **ADG-S728 Designing for the Greater Good**

Prerequisites:

ADG-S607 AND ADG-S619;

Credits:

3.00

Description:

In this class, students will study contemporary models of inspiring change through branding, systems design, and product design, and explore how design can have an impact in raising awareness and funding for social, environmental, political, and health issues. Students will work on three integrated design campaigns projects focused in social innovation, design of community, connected to health, and environmental impact to learn how to identify the opportunities to inspire change through design, and how to leverage print, social media, new fundraising tools, and online resources to create a successful effort. Students will also explore successful case studies in cause-related design.

Term:

Occasional

- **ADG-S730 Motion Graphics**

Credits:

3.00

Description:

This class will focus on learning and using specific software to create moving graphics that are geared toward being broadcast on television, web or film. Students will create time-based works such as title sequences, ads, and videos that they art direct. In the very near future, motion design will be a necessary skill for designers to compete in the marketplace. Motion design can be applied to many areas of graphic design from on-screen presentation to environmental design. During the class, students will build their motion design portfolio that will give them an edge above conventional print and web designers.

Term:

Offered Spring Term

- **ADG-S734 Publication Design**

Prerequisites:

ADG S601, ADG S607, and ADG S619

Credits:

3.00

Description:

This course will focus on the skills necessary to create publications such as books, magazines, annual reports and catalogs. The goals of this course are three-fold: to further enhance the understanding of typography in regard to publications, to provide the skills and knowledge necessary to design publications for either a print or digital environment, and to integrate the students' own art and/or photography in their work.

- **ADG-S740 Web Design II**

Prerequisites:

ADG-S213 or ADG-S613;

Credits:

3.00

Description:

This course is intended as a continuation of the experience gained in Web Design I. The objective of the course is the development of advanced conceptual skills such as prototyping, usability testing, interactive philosophy, accessibility, project and content management. Students will further

develop their professional multimedia skills by working with HTML, XHTML, CSS and other industry-standard tools. JavaScript will be discussed and we will use Flash for animation and video. Current techniques for distributions on mobile devices will be explored. Software that will be used during the class will include Dreamweaver, Flash, and other professional level software tools.

Term:

Offered Both Fall and Spring

- **ADG-S743 Advanced Topics in Interactive Design**

Prerequisites:

ADG-S740

Credits:

3.00

Description:

This course is designed to follow Web II (ADG S340/ADG S740) and will prepare you for the real-world experiences designers often encounter in the field of interactive media. You will continue your exploration of interactive design and choose a final project direction that furthers your understanding of interactive media. These topics include designing for and implementing Content Management Systems, designing and production for mobile computing platform uses, cross platform compatibility and concepts of information architecture, and designing with an emphasis on market needs for multimedia.

Term:

Occasional

- **ADG-S748 Advanced Illustration for Designers**

Prerequisites:

ADG S214 OR ADG S614

Credits:

3.00

Description:

This course focuses on the preparation of illustration for specific markets within the product development and publishing fields. Independent development and proficiency in a variety of media and the learning of different methods of preparing artwork for reproduction in traditional printed and/or digital environments will be covered. The continuation of the development of a personal sketchbook, a photo reference file and the shooting of photographs for research will be further explored. Normally offered spring semester.

- **ADG-S760 Corporate Design**

Prerequisites:

ADG-S202 or ADG-S602; ADG-S207 or ADG-S607;

Credits:

3.00

Description:

This course explores the issues of contemporary branding used to identify, establish and promote the business community. Specific emphasis will be placed on the analysis and development of corporate identity systems including the development of logotypes, stationary, signage systems, marketing collateral/advertising/direct mail campaign development, environmental graphics, and websites . Normally offered fall semester.

Term:

Occasional

- **ADG-S765 Digital Photography**

Credits:

3.00

Description:

This course offers students the experience of creating digital and film photographs while studying concepts of art direction and techniques that can enhance their compositions. The primary objective is to generate professional still and motion images for digital media, including the Web. Students will manipulate their photographic images using Photoshop rather than the traditional darkroom. Students will also learn how to photograph their own artwork and use a digital camera. Advanced students will be encouraged to explore independent tracks of study. Normally offered fall and spring semesters.

Term:

Occasional

- **ADG-S766 Environmental Graphic Design**

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students at the Masters level to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three-dimensional graphic design projects within the built environment.

Term:

Occasional

- **ADG-S770 Artists' Books**

Prerequisites:

ADG-S202 or ADG-S602; ADG-S207 or ADG-S607; ADF-S152 or ADF S552;

Credits:

3.00

Description:

This course will cover traditional book design and construction techniques, as well as contemporary, non-traditional methods. Students will learn to blend design, craftsmanship and content to create books that are themselves works of art. This is a hands-on studio course.

Term:

Occasional

- **ADG-S785 Advanced Artists' Books**

Prerequisites:

ADG-S370 or ADG-S770;

Credits:

3.00

Description:

This class is designed for students who have completed Artists' Books (ADG S370/S770) and would like to continue their study of bookmaking. Students will delve deeper into traditional and contemporary book design, explore new techniques and fine tune their existing skills. In addition to learning more advanced techniques, students will decide their own direction for book construction. Graduate students who are working on their thesis will produce a completed prototype for presentation and a portfolio in book format. This is a hands-on studio course intended for graphic design and fine arts majors.

- **ADG-S805 Conceptual Typography**

Prerequisites:

ADG S201 OR ADG S601.

Credits:

3.00

Description:

In this graduate studio, students will build on primary type skills and engage in advanced typographic problems utilizing both traditional and alternative methods. Students will also explore the conceptual attributes of type to better understand fundamental design issues. Topics will include hierarchy, communication vs. legibility, grids, layering and typographic translation. Open to graduate students only.

- **ADG-S820 Graphic Design Graduate Studio I**

Credits:

3.00

Description:

In this graduate studio, students will explore complex graphic design problems, particularly those requiring a multi-disciplinary approach. The goal of the course is to extend the student's viewpoint beyond simple one-dimensional solutions and to encourage thoughtful and inventive design, and innovative problem-solving.

Term:

Offered Fall Term

• ADG-S822 Graphic Design Graduate Studio II

Prerequisites:

ADG S820

Credits:

3.00

Description:

In this advanced-level studio, students will continue their exploration of the more complex graphic design projects begun in Graphic Design Graduate Studio I (ADG S820), with the emphasis on design problems requiring a multi-disciplinary approach. Students will be exposed to projects that encompass a broad variety of design circumstances, and they will be encouraged to guide clients to more inventive and unique solutions. Each project assigned has a student-generated component in its selected topic and scope. The formation of project details requires students to engage in considerable research prior to starting the application of design.

Term:

Offered Spring Term

• ADG-S840 Thesis Research

Credits:

3.00

Description:

The Master's program in Graphic Design culminates in a thesis, an independent project based on an original idea designed and developed by the student in concert with a team of advisers. Thesis Research Studio requires the definition of a graphic design problem, research of case studies and visual works relevant to the thesis topic, and the creation of an outline for the thesis studio project. The class will culminate in the preparation of printed documentation, as well as an oral/visual presentation. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

Term:

Offered Both Fall and Spring

- **ADG-S841 Thesis Research Continuation**

Credits:

1.00- 3.00

Description:

This course is a continuation of Thesis Research Studio, ADG S840. If a student is unable to complete any phase of the Thesis sequence within a single semester and subsequently registers for a continuation of that phase, s/he may enroll for a combined total of no more than 3 credits of such continuations of that phase in order to complete the required coursework (Research, Studio or Documentation). These continuation courses may be taken for 1, 2, or 3 credits. The amount of in class/contact time will be reflected in the credit hours selected.

Term:

Offered Both Fall and Spring

- **ADG-S842 Graphic Design Thesis Studio**

Prerequisites:

ADG 840

Credits:

3.00

Description:

The Graphic Design Thesis is a focused independent project on a single original topic, developed by the student working in conjunction with a team of advisors. During this studio course students will test various formats for visualizing their thesis and will execute the design work necessary to realize their project. Emphasis will be placed on creative inquiry and the development of unique solutions that are conceptually strong and content rich. The final thesis will be comprised of the design project along with extensive written documentation. Students must demonstrate independence in relation to their own design process and the ability to realize a complex graphic design solution.

Term:

Offered Both Fall and Spring

- **ADG-S843 Thesis Studio Continuation**

Prerequisites:

ADG 840

Credits:

1.00- 3.00

Description:

This course is a continuation of Graphic Design Thesis Studio ADG S842. If a student is unable to complete any phase of the Thesis sequence within a single semester and subsequently registers for a continuation of that phase, s/he may enroll for a combined total of no more than 3 credits of such continuations of that phase in order to complete the required coursework (Research, Studio or Documentation). These continuation courses may be taken for 1, 2, or 3 credits. The amount of in class/contact time will be reflected in the credit hours selected.

Term:

Offered Both Fall and Spring

- **ADG-S844 Graphic Design Thesis Documentation Studio**

Credits:

3.00

Description:

This studio course represents the final phase of the thesis process. Having defined the design problem, completed the necessary research and finalized the design solution, the students will then document the process and project in written and visual form. Thesis documentation will consist of the visual manifestation of the design solution as well the professional level production of a printed, bound volume or other appropriate format in which the thesis project, research, and solution are presented in both text and images. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

Term:

Offered Both Fall and Spring

- **ADG-S845 Thesis Documentation Continuation**

Credits:

1.00- 3.00

Description:

This course is a continuation of Graphic Design Thesis Documentation ADG S844. If a student is unable to complete any phase of the Thesis sequence within a single semester and subsequently registers for a continuation of that phase, s/he may enroll for a combined total of no more than 3 credits of such continuations of that phase in order to complete the required coursework (Research, Studio or Documentation). These continuation courses may be taken for 1, 2, or 3 credits. The amount of in class/contact time will be reflected in the credit hours selected.

Term:

Offered Both Fall and Spring

- **ADG-S900 Graphic Design Directed Studio**

Prerequisites:

Program Directors consent required.

Credits:

1.00- 6.00

Description:

Students complete a Directed Studio project under the supervision of a full-time faculty member. All Directed Studio request forms must be accompanied by a written proposal and schedule, and must be approved by the faculty member, the Graduate Program Director and the Department Chair.

2014-2015 Archived Catalog Information

Interior Architecture (MA)

The New England School of Art & Design's Master of Arts program in Interior Architecture is appropriate for those who possess an undergraduate degree and would like to extend their knowledge of the issues confronting the professional interior designer, as well as learn the design and research skills required of the successful practitioner.

The Master's in Interior Architecture is a CIDA-accredited professional level program consisting of a minimum of 30 credits of graduate study (700-level or higher). The program is designed for those who have earned an undergraduate degree in a field not related to the visual arts or who have earned an undergraduate degree in an area of the visual arts other than interior design or architecture. Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in interior design will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. Applicants who have already completed an undergraduate degree in interior design, such as a BA or BFA, may also be admitted to the program, but their course of study will vary considerably from that outlined here and will be determined on an individual basis by the graduate program director.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

Candidates for the master's degree must complete a course of study consisting of 30 credits.

All graduate students should be aware that the specific courses for which they are permitted to register in any given semester will depend on prior art background, transfer/waived credits, prerequisite requirements, and course scheduling. Therefore, it may not be possible for a student who wishes to take a full course load to do so.

The letter "S" preceding a course number indicates a studio course. A studio fee is assessed for all studio courses.

Degree Requirements: 10 courses, 30 credits

- **ADI-700 Interior Design Graduate Internship**

Prerequisites:

ADI S202 OR S602 AND ADI S303 OR S603

Credits:

3.00

Description:

With the assistance of the faculty advisor, each student will identify an appropriate internship site with a local interior design firm. All interns are required to complete 150 hours of work/study within the semester, working a minimum of 8 hours per week under the direction of a qualified Interior Designer. Interns are expected to contribute to the host firm at a high level of design interaction. All interns will meet bi-weekly with the faculty advisor. The classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. A firm site visit, production of firm profile, and participation in a professional organization are required within the seminar.

Term:

Offered Both Fall and Spring

Type:

Expanded Classroom Requirement

- **ADI-S772 Construction Documents**

Prerequisites:

ADI S110 or ADI S510, ADI S201 or ADI S601

Credits:

3.00

Description:

Building on the curriculum of Orthogonal Drawing, this course will explore in more detail the features of CAD and BIM software. Programs will be used as tools to draft, organize, and produce a set of construction documents. Students will complete a full set of contract documents.

Term:

Offered Both Fall and Spring

- **ADI-784 Interiors Marketing & Contracts**

Prerequisites:

ADI S201 or ADI S601 Intended for majors only

Credits:

3.00

Description:

This course will cover the business aspects of interior design, including management, client, and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will be exposed to career planning practices, such as portfolio development, resume preparation, and interviewing techniques. Tour of architectural and interior design firms will also be included.

Term:

Offered Both Fall and Spring

- **ADI-835 History & Theory of Interior Architecture**

Prerequisites:

ADI 621 OR ADI 221 AND ADI 222 OR ADI 622

Credits:

3.00

Description:

Much like the history of art, the history of interior design encompasses numerous styles, movements, and individual artistic contributions. It also reflects the influence of international, political, and social developments. A basic understanding of this history is important for the professional designer who often looks to the past for inspiration. This class will involve a study of historical interiors, styles and theory from several different viewpoints, examining their inherent qualities and contributions in order to better understand what constitutes a sense of place in the interior. Beginning with the Shaker movement and proceeding through the 20th century, the class will look at specific buildings, styles, movements, products, and materials that came to influence the interior space. Open to graduate students only.

Term:

Offered Fall Term

- **ADI-840 Thesis Research**

Prerequisites:

ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

3.00

Description:

Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, program the project, select a site, and begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis for design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and its justification.

Term:

Offered Both Fall and Spring

- **ADI-S842 Interior Design Thesis Studio**

Prerequisites:

Take ADI-S372 OR ADI-S772;ADI 840

Credits:

3.00

Description:

The NESADSU MAID thesis follows completion of Thesis Research (ADI 840) and comprises an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design to detailing and must demonstrate the student's

understanding of the historical, technological and aesthetic parameters of interior design. The final thesis project is comprised of an interior design project and a written statement. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Open to graduate students only.

Term:

Offered Both Fall and Spring

- **ADI-844 Thesis Documentation**

Prerequisites:

ADI S842 Open to graduate students only

Credits:

3.00

Description:

This course represents the final phase of the thesis process and constitutes the conclusion of the Master's program sequence. Having defined the design problem, and completed the research and design portions, the student will then document the project in written and visual form. The components will include construction documents and specifications, as well as a book in which the thesis proposal and results are composed in both text and images. The MAID thesis document serves as an exposition of the process and nature of the thesis program and ultimately serves as a resource of interior design research for the greater design community. Open to graduate students only.

Term:

Offered Both Fall and Spring

Professional Tracks (3 courses, 9 credits)

Prior to enrollment in Thesis Research (ADI-840), master's candidates must choose one of the following professional tracks:

Healthcare/Institutional Track

- **ADI-S810 Advanced Lighting Design Studio**

Prerequisites:

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

Credits:

3.00

Description:

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

Term:

Occasional

• ADI-S837 Sustainable Design

Prerequisites:

TAKE ADI-S602, ADI-642, ADI-S603, ADI-S604, ADI-S605 ADI-652 AND ADI-S772;

Credits:

3.00

Description:

The design community, along with society as a whole, has become aware that a new, more bio-friendly approach to design must be taken if we are to stop polluting our earth, wasting energy and resources, and jeopardizing our own health and that of other species. Design firms are therefore being looked to for expertise in these areas, and educated designers must be conversant with both the design strategies and building technologies associated with environmentally responsible structures and spaces. This studio course is designed to acquaint students with the implementation strategies for such design, through a series of lectures, case studies, and projects.

Term:

Occasional

• ADI-S820 Advanced Materials & Methods Studio

Prerequisites:

ADI 242/642, ADI 244/644, ADI S303/S603, ADI S305/S605, and ADI 352/652. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

This studio provides students with a more sophisticated understanding of structural and constructional issues and their impact on the design and planning of interior environments. The studio studies the influence of choices of materials on methods of construction and detailing, requiring students to identify and resolve construction-related issues by putting together a set of detailed construction drawings. Students sketch and analyze the works of prominent designers, and conduct precedent and market research to locate and specify materials, products, and technical information. Open to graduate students only.

Term:

Offered Spring Term

Commercial Track

• ADI-S810 Advanced Lighting Design Studio

Prerequisites:

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

Credits:

3.00

Description:

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

Term:

Occasional

- **ADI-S815 Human Factors & Universal Design**

Prerequisites:

ADI S202 or ADI S602 and ADI 242 or ADI 642 and ADI S303 or ADI S603 and ADI S304 or ADI S604 and ADI S305 or ADI S605 and ADI 352 or ADI 652. Take ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

3.00

Description:

The physiology and psychology of the client/user is one of the main factors influencing the design of the environment. This studio will present design problems that explore issues of ergonomics and proxemics as they apply to interior design. Universal design, design that creates accessibility, will be the context for the studio design problem(s). Discussions will cover the following: interaction of environment and the user's culture, genre, stage of life cycle, and physical capabilities. Open to graduate students only.

Term:

Offered Fall Term

- **ADI-S820 Advanced Materials & Methods Studio**

Prerequisites:

ADI 242/642, ADI 244/644, ADI S303/S603, ADI S305/S605, and ADI 352/652. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

This studio provides students with a more sophisticated understanding of structural and constructional issues and their impact on the design and planning of interior environments. The studio studies the influence of choices of materials on methods of construction and detailing, requiring students to identify and resolve construction-related issues by putting together a set of detailed construction drawings. Students sketch and analyze the works

of prominent designers, and conduct precedent and market research to locate and specify materials, products, and technical information. Open to graduate students only.

Term:

Offered Spring Term

Hospitality/Retail Track

- **ADI-S810 Advanced Lighting Design Studio**

Prerequisites:

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

Credits:

3.00

Description:

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

Term:

Occasional

- **ADI-S825 History & Style Studio**

Prerequisites:

ADI 221/621, ADI 222/622, ADI S303/S603, and ADI S305/S605. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

Interior design does not exist in a vacuum, but is embodied in the historical agenda of its time. In History & Style Studio, we will explore the catalysts of style and design throughout particular periods of modern design history and will analyze those movements' influences through readings, discussions, slide lectures, films, and design projects. Projects dealing with residential, hospitality, and retail environments as well as the purely conceptual, will deal with stylistic and influential issues and solutions and will draw on precedents of style for inspiration. Open to graduate students only.

Term:

Summer

- **ADI-S866 Environmental Graphic Design Studio**

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students at the graduate level to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three dimensional graphic design projects within the built environment.

Term:

Offered Fall Term

Residential Track

- **ADI-S810 Advanced Lighting Design Studio**

Prerequisites:

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

Credits:

3.00

Description:

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

Term:

Occasional

- **ADI-S815 Human Factors & Universal Design**

Prerequisites:

ADI S202 or ADI S602 and ADI 242 or ADI 642 and ADI S303 or ADI S603 and ADI S304 or ADI S604 and ADI S305 or ADI S605 and ADI 352 or ADI 652. Take ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

3.00

Description:

The physiology and psychology of the client/user is one of the main factors influencing the design of the environment. This studio will present design problems that explore issues of ergonomics and proxemics as they apply to interior design. Universal design, design that creates accessibility, will be the context for the studio design problem(s). Discussions will cover the following: interaction of environment and the user's culture, genre, stage of life cycle, and physical capabilities. Open to graduate students only.

Term:

Offered Fall Term

- **ADI-S825 History & Style Studio**

Prerequisites:

ADI 221/621, ADI 222/622, ADI S303/S603, and ADI S305/S605. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

Interior design does not exist in a vacuum, but is embodied in the historical agenda of its time. In History & Style Studio, we will explore the catalysts of style and design throughout particular periods of modern design history and will analyze those movements' influences through readings, discussions, slide lectures, films, and design projects. Projects dealing with residential, hospitality, and retail environments as well as the purely conceptual, will deal with stylistic and influential issues and solutions and will draw on precedents of style for inspiration. Open to graduate students only.

Term:

Summer

Thesis

The master's program culminates in a final thesis project, based on an original idea associated with a student's selected program track. The thesis project explores the idea through an interior architecture project that focuses on selected aspects of design theory and aesthetics. Thesis Research (ADI-840), Thesis Design (ADI-S842), and Thesis Documentation (ADI-844) are intended as the final 3 courses in the master's program curriculum sequence. Successful completion of Thesis Research is a prerequisite for enrollment in Thesis Design and successful completion of this course is a prerequisite for Thesis Documentation.

Portfolio Review

Master's candidates who need to complete Foundation Studies or foundational interior design coursework will be subject to the same policies regarding regularly scheduled portfolio reviews as undergraduate students.

Applicants Without an Undergraduate Arts Degree

Applicants possessing undergraduate degrees in the visual arts (other than interior design) can often be exempted from the Foundation Studies Program (32 credits), thus leaving 35 credits of foundational interior design coursework and 30 credits of graduate study (700-level or higher) to complete.

Applicants possessing undergraduate degrees in a field of study unrelated to the visual arts will generally be required to complete 70 credits of Foundation Studies and foundational interior design courses, as well as 30 graduate credits (700-level or higher).

Please refer to the Preparatory Pathways tab for further course information.

2014-2015 Archived Catalog Information

Interior Architecture (MA)

The New England School of Art & Design's Master of Arts program in Interior Architecture is appropriate for those who possess an undergraduate degree and would like to extend their knowledge of the issues confronting the professional interior designer, as well as learn the design and research skills required of the successful practitioner.

The Master's in Interior Architecture is a CIDA-accredited professional level program consisting of a minimum of 30 credits of graduate study (700-level or higher). The program is designed for those who have earned an undergraduate degree in a field not related to the visual arts or who have earned an undergraduate degree in an area of the visual arts other than interior design or architecture. Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in interior design will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. Applicants who have already completed an undergraduate degree in interior design, such as a BA or BFA, may also be admitted to the program, but their course of study will vary considerably from that outlined here and will be determined on an individual basis by the graduate program director.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

Preparatory Pathways

Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in Interior Design will be required to complete additional foundational (undergraduate equivalent) coursework from the list below, as determined by the graduate program director.

Prerequisite Courses

Foundation Studies Courses

- ADF-S501 Foundation Drawing I

Credits:

3.00

Description:

This course concentrates on the traditional techniques of observational drawing. Fundamental principles and elements of drawing are introduced in structured lessons and exercises, which are supplemented by additional outside assignments. Foundation Drawing I stresses the development of visual skills as well as the broad use of drawing concepts, vocabulary, techniques and variety of materials. Normally offered each semester.

Term:

Offered Both Fall and Spring

• **ADF-S502 Foundation Drawing II**

Prerequisites:

ADF S101 or ADF S501.

Credits:

3.00

Description:

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S501). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the human figure provides exposure to gesture, structure and complex form. As students begin to develop a more sophisticated and personal approach, issues of expression and interpretation will be investigated, focusing on personal style and expression.

Term:

Offered Both Fall and Spring

• **ADF-S552 3- Dimensional Design**

Prerequisites:

ADF S151 or ADF S551

Credits:

3.00

Description:

This course focuses on the fundamental elements of three-dimensional form. Line, plane and volume will be explored as students develop visual analysis and critical thinking skills in the round. The role of scale, proportion, structure, surface, light and display will be addressed, as students create forms that activate space and engage the viewer. The course will proceed from work with simple forms and techniques to more challenging and comprehensive problems addressing both additive and subtractive methods.

Term:

Offered Both Fall and Spring

- **ADF-S566 2D/COLOR**

Credits:

3.00

Description:

The goal of this course is proficiency in the logic and structure of two-dimensional design and color. Students will take a dynamic approach to effective visual communication, and to organizing and activating the two-dimensional surface, with emphasis on such essential visual elements as line, shape and texture. The study of color will be viewed in the context of, and as an essential component of pictorial expression. Students also will develop the ability to make informed choices when communicating visual ideas. Digital and traditional media will be addressed, as will past and contemporary approaches to composition and color in art and design.

Foundational Interior Design Courses

- **ADI-S506 Interior Design Communications**

Prerequisites:

ADF S101 or ADF S501; and ADI S108 or ADI S508 or ADI S205

Credits:

3.00

Description:

Interior Design Communications teaches students how drawing media, observational drawing, perspective theory, color and design graphics can be integrated into the designer's process. In addition to exploring contrast, accent, reflection, shade and shadow, the course underscores the importance of freehand sketching as a tool to foster intellectual inquiry and convey design concepts to a wider audience. The course introduces students to manual and digital methods for composing work for presentation and portfolio purposes.

Term:

Offered Both Fall and Spring

- **ADI-S508 Perspective Principles**

Prerequisites:

Prior or concurrent drawing experience

Credits:

3.00

Description:

This course introduces students to the systems of perspective developed during the Renaissance as a means of creating the illusion of 3-dimensional space on a 2-dimensional surface. Using 1-, 2-, and 3-point perspective, students will learn to effectively render the illusion of space. Students will learn a variety of creative architectural drawing techniques using various media, and both free-hand sketching and technical rendering methods will be emphasized.

Term:

Offered Both Fall and Spring

- **ADI-S510 Digital Orthographics**

Prerequisites:

Take ADI-S108 or ADI-S508 OR ADI-S205;

Credits:

3.00

Description:

To make ideas become reality, designers must create drawings that accurately communicate the finished project. This course will enable the student to produce 2-dimensional drawings that accurately depict the length, width, breadth, and height of the interior space, object, or project. Students will acquire the skills necessary for measured plans, elevations, and sections as well as isometric and axonometric drawing types. Both hand drafting and digital drawing techniques (CAD) will be included. Projects will be organized in increasing complexity as skills are mastered.

Term:

Offered Both Fall and Spring

• ADI-S601 Interior Design Studio I

Prerequisites:

Take ADF S552 and ADI S510; Take ADF S543 or ADF S166; Take ADI S506 or ADI S205

Credits:

3.00

Description:

This studio introduces students to basic design principles, design theory and concept development. Emphasis will be placed on design process, problem solving, spatial organization, anthropometrics, universal design awareness, and presentation techniques. Students will be given a series of projects of increasing complexity, utilizing and building upon the skills developed in the Foundation courses. Students will be expected to produce process diagrams, plans, elevations, models, and finish boards.

Term:

Offered Both Fall and Spring

• ADI-S602 Residential Design Studio

Prerequisites:

ADI S201 or ADI S601 AND ADF S102 OR ADF S502

Credits:

3.00

Description:

This course addresses residential interior environments on a large scale. Students will develop client contact and programming skills. Emphasis will be placed on residential precedents, design process, human factors, accessibility, building codes, diagramming, spatial organization, detailing, presentation techniques, furnishings, finishes and lighting.

Term:

Offered Both Fall and Spring

- **ADI-S603 Contract Design I**

Prerequisites:

ADF S102 or S502, ADI S201 or S601, ADI 242 or 642, and ADI S264 or S664

Credits:

3.00

Description:

This commercial design studio focuses on the design of work environments. Students will develop programming and space planning skills unique to these environments through a series of small- to medium-sized projects. Emphasis will be placed on commercial precedents, programming, design process, human factors, building codes, ADA, spatial organization, detailing, presentation techniques, office furniture systems, equipment, finishes and lighting.

Term:

Offered Both Fall and Spring

- **ADI-S604 Furniture & Detailing Studio**

Prerequisites:

ADI S201 or S601 and ADI S264 or S664.

Credits:

3.00

Description:

This course introduces students to the design process as it applies to furniture, addressing furniture ergonomics, materials, construction techniques, manufacturing and design. Students will research selected topics, and design seating, work/service pieces and cabinetry. Emphasis will be placed on furniture precedents, research, the design process, human factors, accessibility, detailing, documentation and presentation techniques.

Term:

Offered Both Fall and Spring

- **ADI-S605 Contract Design Studio II**

Prerequisites:

ADI S202 or ADI S602 and ADI S303 or ADI S603 and ADI 221 or ADI 621 and ADI 222 or ADI 622 AND ADI S110 OR ADI S510.

Credits:

3.00

Description:

This studio focuses on adaptive re-use and renovation of commercial interiors with attention given to historical buildings in the Boston area. Emphasis on creative problem-solving methods and a philosophical approach to medium- and large-scale hospitality and retail design projects. Students will be required to incorporate the skills and knowledge gained throughout their studies to create a comprehensive project, including presentation drawings, models, material and furniture boards, and a set of construction documents and specifications.

Term:

Offered Both Fall and Spring

- **ADI-621 History of Furniture & Architecture I**

Credits:

3.00

Description:

The goal of this course is the enhancement of the student's critical comprehension of historic styles and the impact they have on contemporary design solutions. The survey begins with the Egyptian period and provides an overview of the history of furniture and architecture through the mid-1700s,

including ancient Greece and Rome, the Gothic and Renaissance, Baroque and Rococo periods. Emphasis will be placed on chronological periods, the visual characteristics of each style including regional idiosyncrasies, and the terminology germane to a study of furniture and architecture.

Term:

Offered Both Fall and Spring

• ADI-622 History of Furniture & Architecture II

Prerequisites:

ADI 221 or ADI 621.

Credits:

3.00

Description:

A continuation of History of Furniture & Architecture I, this course will extend the investigation of furniture and architecture into the 20th century, while addressing issues concerning preservation, restoration, rehabilitation, and adaptive re-use. Drawing on the vast resources of the city of Boston and its environs, students will become actively involved in stylistic progression, local living history, and the benefits of preserving our past for future generations. Field trips will include visits to restored Federal, Victorian and Contemporary venues.

Term:

Offered Both Fall and Spring

• ADI-642 Interior Codes & Construction

Prerequisites:

Prerequisite: ADI S110 or S510

Credits:

3.00

Description:

This course examines various interior construction assemblies of non-load-bearing walls, load-bearing walls, floors, stairs, elevators, fireplaces, ceilings, doors, interior windows, frames, millwork and fire-related construction. Emphasis will be placed on building codes including state, BOCA, Underwriters Laboratory, ASTM, state and federal accessibility codes and construction materials. Students will also be introduced to basic structural concepts and characteristics of structural materials.

Term:

Offered Both Fall and Spring

• ADI-644 Interior Materials & Finishes

Prerequisites:

Intended for majors only

Credits:

3.00

Description:

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes used in interior installations. These materials include floor coverings, wall coverings, textiles, ceiling and sustainable materials. Related fire, health and safety codes, as well as maintenance and life cycle costs, will be discussed. Class material will be presented in the form of lectures, guest speakers and a tour of the Boston Design Center. Students will learn to analyze, select and specify materials and finishes for the appropriate applications, write specifications, and prepare a resource notebook.

Term:

Offered Both Fall and Spring

• ADI-652 Environmental Systems

Prerequisites:

ADI 242 or ADI 642.

Credits:

3.00

Description:

This course studies mechanical, electrical, and plumbing technology and systems commonly employed in residential and commercial interiors. It will introduce students to the vocabulary, concepts and basic components of these fields of engineering. This will enable students to integrate these building systems in their design work and communicate ideas effectively with project engineers and contractors. The course will include commonly used heating, ventilating, air conditioning, plumbing piping and fixtures, fire sprinklers, electrical supply and distribution, smoke detection and fire alarm systems. Related mechanical, electrical and plumbing codes will also be discussed.

Term:

Offered Both Fall and Spring

• ADI-654 Lighting

Prerequisites:

Prior drafting or CAD experience recommended

Credits:

3.00

Description:

This course introduces students to the art and technology of lighting and explores the use of lighting as a design element in the interior environment. Class material will be presented as a series of lectures, readings and demonstrations. Students will learn to analyze interior lighting installations, calculate lighting levels for interiors, select appropriate light fixtures and prepare a lighting plan based on one of their studio projects.

Term:

Offered Both Fall and Spring

• ADI-S664 Advanced Interior Design Communications

Prerequisites:

ADI S110 or ADI S510.

Credits:

3.00

Description:

This course is designed to advance and reinforce presentation techniques and graphic technical skills introduced in Interior Design Communications. Students will continue to develop their proficiency in free hand sketching, rendering and perspective, and will learn various three-dimensional rendering software and other digital imaging techniques.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

Interior Architecture (MA)

The New England School of Art & Design's Master of Arts program in Interior Architecture is appropriate for those who possess an undergraduate degree and would like to extend their knowledge of the issues confronting the professional interior designer, as well as learn the design and research skills required of the successful practitioner.

The Master's in Interior Architecture is a CIDA-accredited professional level program consisting of a minimum of 30 credits of graduate study (700-level or higher). The program is designed for those who have earned an undergraduate degree in a field not related to the visual arts or who have earned an undergraduate degree in an area of the visual arts other than interior design or architecture. Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in interior design will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the graduate program director. Applicants who have already completed an undergraduate degree in interior design, such as a BA or BFA, may also be admitted to the program, but their course of study will vary considerably from that outlined here and will be determined on an individual basis by the graduate program director.

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Degree Requirements](#)
- [Preparatory Pathways](#)
- [Courses](#)

- ADI-621 History of Furniture & Architecture I

Credits:

3.00

Description:

The goal of this course is the enhancement of the student's critical comprehension of historic styles and the impact they have on contemporary design solutions. The survey begins with the Egyptian period and provides an overview of the history of furniture and architecture through the mid-1700s, including ancient Greece and Rome, the Gothic and Renaissance, Baroque and Rococo periods. Emphasis will be placed on chronological periods, the visual characteristics of each style including regional idiosyncrasies, and the terminology germane to a study of furniture and architecture.

Term:

Offered Both Fall and Spring

- **ADI-622 History of Furniture & Architecture II**

Prerequisites:

ADI 221 or ADI 621.

Credits:

3.00

Description:

A continuation of History of Furniture & Architecture I, this course will extend the investigation of furniture and architecture into the 20th century, while addressing issues concerning preservation, restoration, rehabilitation, and adaptive re-use. Drawing on the vast resources of the city of Boston and its environs, students will become actively involved in stylistic progression, local living history, and the benefits of preserving our past for future generations. Field trips will include visits to restored Federal, Victorian and Contemporary venues.

Term:

Offered Both Fall and Spring

- **ADI-642 Interior Codes & Construction**

Prerequisites:

Prerequisite: ADI S110 or S510

Credits:

3.00

Description:

This course examines various interior construction assemblies of non-load-bearing walls, load-bearing walls, floors, stairs, elevators, fireplaces, ceilings, doors, interior windows, frames, millwork and fire-related construction. Emphasis will be placed on building codes including state, BOCA, Underwriters Laboratory, ASTM, state and federal accessibility codes and construction materials. Students will also be introduced to basic structural concepts and characteristics of structural materials.

Term:

Offered Both Fall and Spring

- **ADI-644 Interior Materials & Finishes**

Prerequisites:

Intended for majors only

Credits:

3.00

Description:

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes used in interior installations. These materials include floor coverings, wall coverings, textiles, ceiling and sustainable materials. Related fire, health and safety codes, as well as maintenance and life cycle costs, will be discussed. Class material will be presented in the form of lectures, guest speakers and a tour of the Boston Design Center. Students will learn to analyze, select and specify materials and finishes for the appropriate applications, write specifications, and prepare a resource notebook.

Term:

Offered Both Fall and Spring

- **ADI-652 Environmental Systems**

Prerequisites:

ADI 242 or ADI 642.

Credits:

3.00

Description:

This course studies mechanical, electrical, and plumbing technology and systems commonly employed in residential and commercial interiors. It will introduce students to the vocabulary, concepts and basic components of these fields of engineering. This will enable students to integrate these building systems in their design work and communicate ideas effectively with project engineers and contractors. The course will include commonly

used heating, ventilating, air conditioning, plumbing piping and fixtures, fire sprinklers, electrical supply and distribution, smoke detection and fire alarm systems. Related mechanical, electrical and plumbing codes will also be discussed.

Term:

Offered Both Fall and Spring

• ADI-654 Lighting

Prerequisites:

Prior drafting or CAD experience recommended

Credits:

3.00

Description:

This course introduces students to the art and technology of lighting and explores the use of lighting as a design element in the interior environment. Class material will be presented as a series of lectures, readings and demonstrations. Students will learn to analyze interior lighting installations, calculate lighting levels for interiors, select appropriate light fixtures and prepare a lighting plan based on one of their studio projects.

Term:

Offered Both Fall and Spring

• ADI-700 Interior Design Graduate Internship

Prerequisites:

ADI S202 OR S602 AND ADI S303 OR S603

Credits:

3.00

Description:

With the assistance of the faculty advisor, each student will identify an appropriate internship site with a local interior design firm. All interns are required to complete 150 hours of work/study within the semester, working a minimum of 8 hours per week under the direction of a qualified Interior

Designer. Interns are expected to contribute to the host firm at a high level of design interaction. All interns will meet bi-weekly with the faculty advisor. The classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. A firm site visit, production of firm profile, and participation in a professional organization are required within the seminar.

Term:

Offered Both Fall and Spring

Type:

Expanded Classroom Requirement

- **ADI-706 Portfolio**

Credits:

3.00

Description:

This course teaches students how to develop a professional portfolio. Students will investigate overall development of portfolio content, substance, and design through a variety of hands-on exercises including digital and mock-up layout techniques; methods of documenting and archiving work; presentation formats; design influence investigation, and more.

Term:

Offered Both Fall and Spring

- **ADI-713 Advanced 3-Dimensional Color**

Prerequisites:

ADF S143 or ADF S543

Credits:

3.00

Description:

In this course the student will explore three-dimensional aspects of color theory, including psychology, depth perception, and spatial context. Design elements of light, space, unity, and balance will be covered through lectures, in-class demonstrations, and class exercises. Criteria for color use, including contrast and harmony, will be explored for each application, with emphasis on each student's area of specialization. Open to graduate students only.

Term:

Occasional

- **ADI-733 Linked Generations: Survey of Contemporary Spanish Architecture**

Credits:

3.00

- **ADI-784 Interiors Marketing & Contracts**

Prerequisites:

ADI S201 or ADI S601 Intended for majors only

Credits:

3.00

Description:

This course will cover the business aspects of interior design, including management, client, and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will be exposed to career planning practices, such as portfolio development, resume preparation, and interviewing techniques. Tour of architectural and interior design firms will also be included.

Term:

Offered Both Fall and Spring

- **ADI-835 History & Theory of Interior Architecture**

Prerequisites:

ADI 621 OR ADI 221 AND ADI 222 OR ADI 622

Credits:

3.00

Description:

Much like the history of art, the history of interior design encompasses numerous styles, movements, and individual artistic contributions. It also reflects the influence of international, political, and social developments. A basic understanding of this history is important for the professional designer who often looks to the past for inspiration. This class will involve a study of historical interiors, styles and theory from several different viewpoints, examining their inherent qualities and contributions in order to better understand what constitutes a sense of place in the interior. Beginning with the Shaker movement and proceeding through the 20th century, the class will look at specific buildings, styles, movements, products, and materials that came to influence the interior space. Open to graduate students only.

Term:

Offered Fall Term

- **ADI-836 Research Inquiry Seminar**

Credits:

3.00

Description:

In this course, students will develop the knowledge and skills to plan their theses in terms of research questions and design, methodology, data collection and qualitative analysis. In doing so, students focus on the issues, problems and strategies related to qualitative research while studying and analyzing the importance of quantitative research and mixed research methods.

- **ADI-840 Thesis Research**

Prerequisites:

ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

3.00

Description:

Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, program the project, select a site, and begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis for design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and its justification.

Term:

Offered Both Fall and Spring

• ADI-841 Thesis Research Continuation

Prerequisites:

Take ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

1.00- 3.00

Description:

Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, program the project, select a site, and begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis for design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and its justification. Normally offered each semester.

• ADI-844 Thesis Documentation

Prerequisites:

ADI S842 Open to graduate students only

Credits:

3.00

Description:

This course represents the final phase of the thesis process and constitutes the conclusion of the Master's program sequence. Having defined the design problem, and completed the research and design portions, the student will then document the project in written and visual form. The components will include construction documents and specifications, as well as a book in which the thesis proposal and results are composed in both text and images. The MAID thesis document serves as an exposition of the process and nature of the thesis program and ultimately serves as a resource of interior design research for the greater design community. Open to graduate students only.

Term:

Offered Both Fall and Spring

- **ADI-900 Interior Design Graduate Directed Study**

Prerequisites:

Open to graduate students only. Consent of Program Director required.

Credits:

1.00- 6.00

Description:

Directed study allows students to pursue an in-depth research project in an area of particular interest, directed by a qualified graduate faculty member. Program Director and Chairman consent required. Open to graduate students only. Normally offered each semester.

- **ADI-S506 Interior Design Communications**

Prerequisites:

ADF S101 or ADF S501; and ADI S108 or ADI S508 or ADI S205

Credits:

3.00

Description:

Interior Design Communications teaches students how drawing media, observational drawing, perspective theory, color and design graphics can be integrated into the designer's process. In addition to exploring contrast, accent, reflection, shade and shadow, the course underscores the importance of freehand sketching as a tool to foster intellectual inquiry and convey design concepts to a wider audience. The course introduces students to manual and digital methods for composing work for presentation and portfolio purposes.

Term:

Offered Both Fall and Spring

- **ADI-S508 Perspective Principles**

Prerequisites:

Prior or concurrent drawing experience

Credits:

3.00

Description:

This course introduces students to the systems of perspective developed during the Renaissance as a means of creating the illusion of 3-dimensional space on a 2-dimensional surface. Using 1-, 2-, and 3-point perspective, students will learn to effectively render the illusion of space. Students will learn a variety of creative architectural drawing techniques using various media, and both free-hand sketching and technical rendering methods will be emphasized.

Term:

Offered Both Fall and Spring

- **ADI-S510 Digital Orthographics**

Prerequisites:

Take ADI-S108 or ADI-S508 OR ADI-S205;

Credits:

3.00

Description:

To make ideas become reality, designers must create drawings that accurately communicate the finished project. This course will enable the student to produce 2-dimensional drawings that accurately depict the length, width, breadth, and height of the interior space, object, or project. Students will acquire the skills necessary for measured plans, elevations, and sections as well as isometric and axonometric drawing types. Both hand drafting and digital drawing techniques (CAD) will be included. Projects will be organized in increasing complexity as skills are mastered.

Term:

Offered Both Fall and Spring

• ADI-S601 Interior Design Studio I

Prerequisites:

Take ADF S552 and ADI S510; Take ADF S543 or ADF S166; Take ADI S506 or ADI S205

Credits:

3.00

Description:

This studio introduces students to basic design principles, design theory and concept development. Emphasis will be placed on design process, problem solving, spatial organization, anthropometrics, universal design awareness, and presentation techniques. Students will be given a series of projects of increasing complexity, utilizing and building upon the skills developed in the Foundation courses. Students will be expected to produce process diagrams, plans, elevations, models, and finish boards.

Term:

Offered Both Fall and Spring

• ADI-S602 Residential Design Studio

Prerequisites:

ADI S201 or ADI S601 AND ADF S102 OR ADF S502

Credits:

3.00

Description:

This course addresses residential interior environments on a large scale. Students will develop client contact and programming skills. Emphasis will be placed on residential precedents, design process, human factors, accessibility, building codes, diagramming, spatial organization, detailing, presentation techniques, furnishings, finishes and lighting.

Term:

Offered Both Fall and Spring

- **ADI-S603 Contract Design I**

Prerequisites:

ADF S102 or S502, ADI S201 or S601, ADI 242 or 642, and ADI S264 or S664

Credits:

3.00

Description:

This commercial design studio focuses on the design of work environments. Students will develop programming and space planning skills unique to these environments through a series of small- to medium-sized projects. Emphasis will be placed on commercial precedents, programming, design process, human factors, building codes, ADA, spatial organization, detailing, presentation techniques, office furniture systems, equipment, finishes and lighting.

Term:

Offered Both Fall and Spring

- **ADI-S604 Furniture & Detailing Studio**

Prerequisites:

ADI S201 or S601 and ADI S264 or S664.

Credits:

3.00

Description:

This course introduces students to the design process as it applies to furniture, addressing furniture ergonomics, materials, construction techniques, manufacturing and design. Students will research selected topics, and design seating, work/service pieces and cabinetry. Emphasis will be placed on furniture precedents, research, the design process, human factors, accessibility, detailing, documentation and presentation techniques.

Term:

Offered Both Fall and Spring

- **ADI-S605 Contract Design Studio II**

Prerequisites:

ADI S202 or ADI S602 and ADI S303 or ADI S603 and ADI 221 or ADI 621 and ADI 222 or ADI 622 AND ADI S110 OR ADI S510.

Credits:

3.00

Description:

This studio focuses on adaptive re-use and renovation of commercial interiors with attention given to historical buildings in the Boston area. Emphasis on creative problem-solving methods and a philosophical approach to medium- and large-scale hospitality and retail design projects. Students will be required to incorporate the skills and knowledge gained throughout their studies to create a comprehensive project, including presentation drawings, models, material and furniture boards, and a set of construction documents and specifications.

Term:

Offered Both Fall and Spring

- **ADI-S664 Advanced Interior Design Communications**

Prerequisites:

ADI S110 or ADI S510.

Credits:

3.00

Description:

This course is designed to advance and reinforce presentation techniques and graphic technical skills introduced in Interior Design Communications. Students will continue to develop their proficiency in free hand sketching, rendering and perspective, and will learn various three-dimensional rendering software and other digital imaging techniques.

Term:

Offered Both Fall and Spring

- **ADI-S766 Environmental Graphic Design**

Prerequisites:

ADI S772

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students at the masters level to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three dimensional graphic design projects within the built environment.

- **ADI-S772 Construction Documents**

Prerequisites:

ADI S110 or ADI S510, ADI S201 or ADI S601

Credits:

3.00

Description:

Building on the curriculum of Orthogonal Drawing, this course will explore in more detail the features of CAD and BIM software. Programs will be used as tools to draft, organize, and produce a set of construction documents. Students will complete a full set of contract documents.

Term:

Offered Both Fall and Spring

- **ADI-S805 Form Study & Model Making**

Prerequisites:

ADF S151 OR ADF S551

Credits:

3.00

Description:

This studio course is dedicated to the study of form in the three dimensions: length, breadth, and depth. Students will explore form at a conceptual level that will translate in future studios as it is applied to the built environment. They will look at the role of scale, light, texture, negative space, and proportion, as well as thematic and structural relationships in the creation of forms.

Term:

Occasional

- **ADI-S810 Advanced Lighting Design Studio**

Prerequisites:

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

Credits:

3.00

Description:

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

Term:

Occasional

- **ADI-S815 Human Factors & Universal Design**

Prerequisites:

ADI S202 or ADI S602 and ADI 242 or ADI 642 and ADI S303 or ADI S603 and ADI S304 or ADI S604 and ADI S305 or ADI S605 and ADI 352 or ADI 652. Take ADI-S372 OR ADI-S772; Open to graduate students only

Credits:

3.00

Description:

The physiology and psychology of the client/user is one of the main factors influencing the design of the environment. This studio will present design problems that explore issues of ergonomics and proxemics as they apply to interior design. Universal design, design that creates accessibility, will be the context for the studio design problem(s). Discussions will cover the following: interaction of environment and the user's culture, genre, stage of life cycle, and physical capabilities. Open to graduate students only.

Term:

Offered Fall Term

- **ADI-S820 Advanced Materials & Methods Studio**

Prerequisites:

ADI 242/642, ADI 244/644, ADI S303/S603, ADI S305/S605, and ADI 352/652. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

This studio provides students with a more sophisticated understanding of structural and constructional issues and their impact on the design and planning of interior environments. The studio studies the influence of choices of materials on methods of construction and detailing, requiring students to identify and resolve construction-related issues by putting together a set of detailed construction drawings. Students sketch and analyze the works

of prominent designers, and conduct precedent and market research to locate and specify materials, products, and technical information. Open to graduate students only.

Term:

Offered Spring Term

• ADI-S825 History & Style Studio

Prerequisites:

ADI 221/621, ADI 222/622, ADI S303/S603, and ADI S305/S605. Take ADI-S372 OR ADI-S772; Open to graduate students only.

Credits:

3.00

Description:

Interior design does not exist in a vacuum, but is embodied in the historical agenda of its time. In History & Style Studio, we will explore the catalysts of style and design throughout particular periods of modern design history and will analyze those movements' influences through readings, discussions, slide lectures, films, and design projects. Projects dealing with residential, hospitality, and retail environments as well as the purely conceptual, will deal with stylistic and influential issues and solutions and will draw on precedents of style for inspiration. Open to graduate students only.

Term:

Summer

• ADI-S830 3-D Visualization Studio

Prerequisites:

ADI S372/S772. Open to graduate students only.

Credits:

3.00

Description:

This course will develop a student's ability to visualize their designs through a digital medium. Software such as AutoCAD, 3D Studio Viz R3, and PhotoShop will be the vehicles used to produce a series of images and animation sequences to illustrate students' designs. This class is lab intensive.

Term:

Occasional

- **ADI-S837 Sustainable Design**

Prerequisites:

TAKE ADI-S602, ADI-642, ADI-S603, ADI-S604, ADI-S605 ADI-652 AND ADI-S772;

Credits:

3.00

Description:

The design community, along with society as a whole, has become aware that a new, more bio-friendly approach to design must be taken if we are to stop polluting our earth, wasting energy and resources, and jeopardizing our own health and that of other species. Design firms are therefore being looked to for expertise in these areas, and educated designers must be conversant with both the design strategies and building technologies associated with environmentally responsible structures and spaces. This studio course is designed to acquaint students with the implementation strategies for such design, through a series of lectures, case studies, and projects.

Term:

Occasional

- **ADI-S842 Interior Design Thesis Studio**

Prerequisites:

Take ADI-S372 OR ADI-S772;ADI 840

Credits:

3.00

Description:

The NESADSU MAID thesis follows completion of Thesis Research (ADI 840) and comprises an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design to detailing and must demonstrate the student's understanding of the historical, technological and aesthetic parameters of interior design. The final thesis project is comprised of an interior design project and a written statement. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Open to graduate students only.

Term:

Offered Both Fall and Spring

- **ADI-S843 Thesis Studio Continuation**

Prerequisites:

Take ADI-S372 OR ADI-S772;ADI 840

Credits:

1.00- 3.00

Description:

The NESADSU MAID thesis follows completion of Thesis Research (ADI 840) and comprises an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design to detailing and must demonstrate the student's understanding of the historical, technological and aesthetic parameters of interior design. The final thesis project is comprised of an interior design project and a written statement. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Open to graduate students only. Normally offered each semester.

- **ADI-S866 Environmental Graphic Design Studio**

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students at the graduate level to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and

EGD sites will be included. This is a survey class designed to introduce students to ways of producing three dimensional graphic design projects within the built environment.

Term:

Offered Fall Term

- **ADI-S900 Interior Design Directed Studio**

Prerequisites:

Approval of Program Director and NESADSU Chairman

Credits:

1.00- 6.00

Description:

Directed study/studio allows students to pursue an in-depth research project in an area of particular interest, directed by a qualified graduate faculty member. Open to graduate students only. Normally offered each semester.

2014-2015 Archived Catalog Information

Mental Health Counseling

Degree Programs

- MS in Mental Health Counseling
- [MPA/MS in Mental Health Counseling](#)
- [MS in Crime and Justice Studies/MS in Mental Health Counseling](#)

Post Master's Programs

- Certificate of Advanced Graduate Study (CAGS) in Mental Health Counseling
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Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Mental Health Counseling](#)
- [Accelerated Bachelor's/Master's Degree Requirements](#)
- [Mental Health Counseling Post-Master's Certificate](#)
- [Courses](#)

The Master of Science in Mental Health Counseling trains students to function in a variety of community mental health settings (e.g., clinics, hospitals, prisons, college counseling centers, day treatment programs, rehabilitation facilities, outreach programs, after care centers, etc.). Through systematic completion of the curriculum, students develop a competency base from which to perform effectively in their area of specialization.

A minimum program involves 36 credits of coursework, depending on undergraduate preparation.

Degree Requirements: 12 courses, 36 credits

Required Core Courses (2 courses, 6 credits)

- COUNS-712 Life Span Development

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

- **COUNS-715 Methods of Research**

Credits:

3.00

Description:

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

Concentration Requirements (6 courses, 18 credits)

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-716 Psychological Diagnosis**

Prerequisites:

TAKE COUNS-717

Credits:

3.00

Description:

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

- **COUNS-717 Introduction to Psychological Testing**

Prerequisites:

COUNS-713(may be taken concurrently)

Credits:

3.00

Description:

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

- **COUNS-737 Counseling Skills Lab**

Prerequisites:

Take COUNS-713;

Credits:

3.00

Description:

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

- **COUNS-738 Mental Health Counseling Practicum I**

Prerequisites:

Take COUNS-713 COUNS-737;

Credits:

3.00

Description:

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

- **COUNS-739 Mental Health Counseling Practicum II**

Prerequisites:

Take COUNS-738

Credits:

3.00

Description:

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

Electives (4 courses, 12 credits)

Choose four of the following courses:

- **COUNS-710 Introduction to School Counseling**

Credits:

3.00

Description:

The foundation course for those enrolled in the school counseling program. The philosophical, historical, and theoretical foundations for school counseling are investigated, as well as the varied roles and functions of the school counselor. Forty (40) field-based observation hours are required. Normally offered yearly.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-725 Forensic Psychological Assessment**

Prerequisites:

COUNS-717;

Credits:

3.00

Description:

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

- **COUNS-726 Family Therapy**

Credits:

3.00

Description:

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-728 Professional Orientation: Ethical/ Legal Issues**

Credits:

3.00

Description:

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-732 Psychological Disorders of Childhood & Adolescence**

Credits:

3.00

Description:

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-910 Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

(Coursework in related disciplines may be elected subject to approval of the program director.)

Note: Eligibility for Massachusetts licensure as a Mental Health Counselor (LMHC) requires an additional 30 credit hours including a 600-hour internship. Students are encouraged to enroll in the CAGS Program at the completion of the master's degree to satisfy the academic requirements for licensure. Licensure permits third party (Insurance Company) reimbursement for counseling services.

Practicum

All students must successfully complete a minimum of 12 credits prior to the Counseling Practicum experience, including the Counseling Skills Laboratory (COUNS-737) course offered during the spring semester and Counseling Theory (COUNS-713).

It is during the Counseling Skills Lab and the Counseling Practicum that a student demonstrates the ability to translate training into professional judgments and techniques. Students are required to apply formally for the Counseling Practicum and to consult with their faculty advisors regarding their field placements. The Counseling Skills Laboratory and the Practicum must be completed with a grade of no less than "B" (3.0). After two failed attempts to satisfactorily complete a clinical practicum students will be subject to dismissal from the program at the discretion of faculty.

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Mental Health Counseling

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- [Master of Science in Mental Health Counseling](#)
- [Accelerated Bachelor's/Master's Degree Requirements](#)
- [Mental Health Counseling Post-Master's Certificate](#)
- [Courses](#)

This program is designed to provide an accelerated path for undergraduate psychology majors to obtain a Master's degree in Mental Health Counseling at Suffolk University. The program allows motivated psychology majors to complete a graduate degree more quickly and at a reduced cost. Students benefit from the experience of a smooth transition from undergraduate to graduate study in a familiar environment; many will be able to continue research with faculty mentors.

Degree Requirements

1. Students admitted to the joint degree program must meet all the requirements of an undergraduate Psychology degree program.
2. Student must also meet all requirements for the Master's degree in Mental Health Counseling.

3. The 2 graduate courses taken during the senior year will count toward BOTH the undergraduate and graduate degree requirements. Credit hours will be awarded based on the graduate course description.
4. Before enrolling in a particular graduate course during the senior year, a student must obtain permission from the MHC graduate program director.
5. Students are subject to the usual standards for academic standing, i.e., undergraduate standards for undergraduate courses and graduate standards for graduate courses.

Upon successful completion of all of the degree requirements, a student will receive one joint Bachelor's and Master's degree. The exact degree (BS/BA and Master's) will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the joint degree program and opt to graduate with a Bachelor's degree if all the requirements for a Bachelor's degree have been met. In this case, the graduate courses taken in the senior year will be counted as 4-credit courses applied toward the undergraduate degree requirements.

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Mental Health Counseling

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The Certificate of Advanced Graduate Study (CAGS) in Mental Health Counseling is designed to provide those who have already earned a master's degree in Mental Health Counseling or a closely related field with advanced preparation to fulfill the academic and field-based experience requirements for licensure as a Licensed Mental Health Counselor (LMHC).

The Certificate of Advanced Graduate Study is designed as an individually-oriented program to meet the needs of advanced students and state licensing requirements. The completion of a minimum of 24 credits of graduate study is required for the certificate. Graduates of Suffolk's joint degree program in mental health counseling and public administration would need to complete 30 credit hours to obtain the certificate and meet state licensing requirements. Additional hours may be required at the discretion of the faculty advisor and in collaboration with the student.

Concentration Requirements (2 courses, 12 credits)

Required sections of Internship are 6-credit courses taken sequentially for a total of 12 credits:

- **COUNS-740 Counseling Internship I**

Prerequisites:

Take COUNS-738 COUNS-739;

Credits:

6.00

Description:

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

- **COUNS-741 Counseling Internship II**

Prerequisites:

Take COUNS-740;

Credits:

6.00

Description:

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

Electives (4 courses, 12 credits):

Choose from the following:

- **COUNS-710 Introduction to School Counseling**

Credits:

3.00

Description:

The foundation course for those enrolled in the school counseling program. The philosophical, historical, and theoretical foundations for school counseling are investigated, as well as the varied roles and functions of the school counselor. Forty (40) field-based observation hours are required. Normally offered yearly.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-725 Forensic Psychological Assessment**

Prerequisites:

COUNS-717;

Credits:

3.00

Description:

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

- **COUNS-726 Family Therapy**

Credits:

3.00

Description:

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-728 Professional Orientation: Ethical/ Legal Issues**

Credits:

3.00

Description:

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-730 Diagnosis & Treatment for Personality Disorders**

Credits:

3.00

Description:

A theoretical exploration of the nature of personality, a review of the DSM-IV criteria for diagnosing personality disorders and an examination of current treatment approaches.

- **COUNS-732 Psychological Disorders of Childhood & Adolescence**

Credits:

3.00

Description:

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-751 Domestic Violence, Abuse & Neglect**

Credits:

3.00

Description:

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

- **COUNS-910 Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

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- COUNS-701 Child and Adolescent Development

Credits:

3.00

Description:

Examines the childhood, preadolescent and adolescent stages of human development relative to students' learning, social development, and parental relationships. Special emphasis will be placed on deviant behavior, social actions, outreach and prevention programs. Ten observation hours required.

Normally offered yearly.

- **COUNS-710 Introduction to School Counseling**

Credits:

3.00

Description:

The foundation course for those enrolled in the school counseling program. The philosophical, historical, and theoretical foundations for school counseling are investigated, as well as the varied roles and functions of the school counselor. Forty (40) field-based observation hours are required. Normally offered yearly.

- **COUNS-712 Life Span Development**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-715 Methods of Research**

Credits:

3.00

Description:

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

- **COUNS-716 Psychological Diagnosis**

Prerequisites:

TAKE COUNS-717

Credits:

3.00

Description:

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

- **COUNS-717 Introduction to Psychological Testing**

Prerequisites:

COUNS-713(may be taken concurrently)

Credits:

3.00

Description:

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

- **COUNS-720 School Counseling Practicum I**

Prerequisites:

Take COUNS-710 COUNS-737 COUNS-746;

Credits:

3.00- 6.00

Description:

Application of skills in a school environment. Students will spend a minimum of fifteen hours per week in a school and participate in weekly group sessions at the University for the evaluation of progress and clinical supervision. Open only to degree candidates in the School Counseling Program who have formally applied for the Practicum and have completed at least 18 hours of coursework. Offered fall semester.

- **COUNS-721 School Counseling Practicum II**

Prerequisites:

Take COUNS-720;

Credits:

3.00- 6.00

Description:

Continuation of COUNS 720 with an opportunity to assume increased responsibility for clients under supervision. Offered spring semester.

- **COUNS-722 Groups in Schools**

Credits:

3.00

Description:

An overview of the various group counseling formats utilized in schools, and related theories. Issues related to the development and implementation of small counseling groups (e.g., group dynamics and processes for group member selection) and larger educational and prevention-based groups (e.g., fostering positive mental health, career-related programming, anti-bullying) will be explored and discussed.

- **COUNS-725 Forensic Psychological Assessment**

Prerequisites:

COUNS-717;

Credits:

3.00

Description:

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

- **COUNS-726 Family Therapy**

Credits:

3.00

Description:

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-728 Professional Orientation: Ethical/ Legal Issues**

Credits:

3.00

Description:

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-730 Diagnosis & Treatment for Personality Disorders**

Credits:

3.00

Description:

A theoretical exploration of the nature of personality, a review of the DSM-IV criteria for diagnosing personality disorders and an examination of current treatment approaches.

- **COUNS-731 Action Research**

Credits:

3.00

Description:

Research designs, methods, and statistics for students in educator preparation programs (school counseling and teacher preparation). The focus of this course is on the practical methods of conducting practitioner-led research, and involves the execution and presentation of an original research project. Normally offered yearly.

- **COUNS-732 Psychological Disorders of Childhood & Adolescence**

Credits:

3.00

Description:

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-737 Counseling Skills Lab**

Prerequisites:

Take COUNS-713;

Credits:

3.00

Description:

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

- **COUNS-738 Mental Health Counseling Practicum I**

Prerequisites:

Take COUNS-713 COUNS-737;

Credits:

3.00

Description:

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

- **COUNS-739 Mental Health Counseling Practicum II**

Prerequisites:

Take COUNS-738

Credits:

3.00

Description:

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

- **COUNS-740 Counseling Internship I**

Prerequisites:

Take COUNS-738 COUNS-739;

Credits:

6.00

Description:

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

- **COUNS-741 Counseling Internship II**

Prerequisites:

Take COUNS-740;

Credits:

6.00

Description:

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

- **COUNS-746 Issues in School Counseling**

Prerequisites:

Take COUNS-710;

Credits:

3.00

Description:

An in-depth investigation of current major areas of concern for the secondary school counselor, including involvement in special needs, legal issues, working with diverse populations and developmental/psychological education. Normally offered yearly.

- **COUNS-747 College Admission Counseling Fundamentals**

Credits:

3.00

Description:

This course will discuss issues surrounding admission testing and financial aid practices, admission policies and procedures, diverse students (e.g., first generation, students with learning disabilities, traditionally underrepresented populations in higher education), and the technology tools used to facilitate the college search and application process (e.g., Naviance, ConnectEDU, the Common Application). School-based programs to promote early college awareness will also be discussed, and the perspective of both the high school and undergraduate admissions counselor will be considered. Normally offered yearly

- **COUNS-748 Fieldwork: College Visits**

Prerequisites:

COUNS-747;

Credits:

3.00

Description:

This course will require students to visit a minimum of 8 public and private four-year and 2 two-year higher education institutions. Students will meet with admission, diversity services, and disability services personnel of each college to gain insight into how prospective students with diverse backgrounds and abilities would fit the campus resources and offerings. Normally offered yearly

- **COUNS-749 Access and Equity in Higher Education**

Credits:

3.00

Description:

Historical and current problems regarding access and equity to higher education opportunities for traditionally underrepresented groups in the college classroom will be explored, with a focus on research describing the problems, and their solutions Course to be offered yearly by the Administration of

- **COUNS-751 Domestic Violence, Abuse & Neglect**

Credits:

3.00

Description:

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

- **COUNS-910 Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

2014-2015 Archived Catalog Information

Political Science

Suffolk University offers a distinctive graduate program – the Master of Science in Political Science – to prepare students for political careers. Two tracks are available: Professional Politics and International Relations. The MS in Political Science consists of 10 courses/30 credits of coursework (39 credits if the student elects the thesis option).

There is also a joint [Master of Public Administration/Master of Science in Political Science](#) option.

View the Federally Mandated Gainful Employment Disclosure for the [Certificate of Advanced Graduate Study \(CAGS\) in Professional Politics](#).

Course descriptions may be updated periodically to reflect changes since the last published catalog.

- [Master of Science in Political Science](#)
- [Professional Politics Certificate](#)
- [Accelerated Bachelor's/Master's Degree in Political Science](#)
- [Courses](#)

Degree Requirements: 10 courses, 30-39 credits

Professional Politics Concentration

Requirements (5 courses, 15 credits):

- GVT-723 Graduate Internship

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

- **GVT-747 Seminar in Legislation & Lobbying**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar. Prerequisites: Open to graduate students only; at least one previous course in legislatures or interest groups, or consent of the instructor.

- **GVT-755 Seminar Campaigns & Elections**

Prerequisites:

At least one course in elections, voting behavior, or political parties.

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

- **GVT-772 Ethical Issues in Professional Politics**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. The purpose of campaigns is to win, while the purpose of elections is to maintain democracy. This course will focus on the tension between these two goals, on the assumption that a healthy democracy needs a well-developed ethical sense among political professionals. The course will combine consideration of fundamental ethical principles with class discussion of hard cases. Each student will be asked to study a case and present it to the class.

Choose one of the following courses:

- **GVT-776 Advanced Research Methods in Professional Politics**

Prerequisites:

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with a emphasis on relevant topics such as voting behavior, elections, polling, legislatures, and public policy. Both qualitative and quantitative methods will be covered including, archival research, legislative documents, election data, and multivariate analysis.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

Electives (5 courses, 15 credits):

Electives can include any graduate course offered by the Government Department, or:

- **CJN-740 Political Communication**

Credits:

3.00

Description:

Examination of the special circumstances created by politics and their impact on attempts at persuasion. Case studies of famous politicians and political speeches are combined with discussion of current political rhetorical trends.

Term:

Occasional

- **EC-710 Macroeconomics**

Credits:

3.00

Description:

Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-733 Public Choice**

Credits:

3.00

Description:

This course considers the degree to which it is possible to explain, predict, and guide political decision through the application of economic analysis. The course is organized around two competing visions of public choice: (1) a traditional organic approach that sees the core problem for public choice as requiring the maximization of social welfare and (2) a newer contractual approach that sees that problem as requiring attention to the institutional framework within which political decisions are made. Topics to be considered include the Arrow paradox and other problems in aggregating individual choices, rent-seeking, the Leviathan hypothesis, and non-market demand-revealing methods.

- **EC-740 International Money and Finance**

Prerequisites:

EC 710

Credits:

3.00

Description:

Analysis of equilibrium in international financial markets; open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis

of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary Union. Prerequisite: EC 710. Normally offered every year.

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-830 Public Liaison Strategies**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.

Type:

MBA Public Management

- **P.AD-832 Health Policy**

Credits:

3.00

Description:

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

Type:

MBA Public Management

Other Suffolk University graduate courses may be taken as options with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area or thesis topic.

International Relations Concentration

Requirements (5 courses, 15 credits):

- **GVT-723 Graduate Internship**

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

- **GVT-761 Seminar: International Relations Theory**

Prerequisites:

OPEN TO GRADUATE STUDENTS ONLY

Credits:

3.00

Description:

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

- **GVT-763 International Political Economy**

Credits:

3.00

Description:

This course introduces students to the study of international political economy (IPE). It addresses the interactive relationship between politics and economics in the historical and contemporary international system by exploring the effect of political factors on international economic relations as well as the impact of economic factors on domestic and international politics.

- **GVT-765 Global Public Policy Relations**

Credits:

3.00

Description:

This course will focus on three main areas: a) United Nations and NGOs; b) Current Relevant Issues, and c) Regions, examining current issues and debates in each area. The courses is team-taught by full-time faculty specializing in each area.

Choose one of the following courses:

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

- **GVT-778 Working With Public Policy Data International Relations**

Prerequisites:

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

Credits:

3.00

Description:

Core course for the MS in Political Science, International Relations track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with an emphasis on topics relevant to the field of international relations. Both qualitative and quantitative methods will be covered, including archival research and the use documents and data from a variety of sources.

Electives (5 courses, 15 credits):

Two courses (6 credits) must be chosen from one of the following focus areas:

InterAmerican Politics Focus

- **GVT-687 Conflict & Reconciliation: Community Service Abroad**

Credits:

3.00

Description:

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

- **GVT-691 Canada: Multicultural Politics**

Credits:

3.00

Description:

This course examines the Canadian model of incorporating diverse communities into its constitutional and political framework, including the founding British North American Act of 1867, the 1982 Constitution Act, and two later attempts at constitutional reform. Canada's role in balancing two official languages, English and French, is discussed, as is its recognition of a First Nations native-governed territory in the Arctic. This course introduces students to the Canadian polity and compares its parliamentary system with the U.S. separation of powers system.

- **GVT-693 Politics and Economics of Latin America**

Credits:

3.00

Description:

Introduction to the government and politics of contemporary Mexico, with special attention to social and economic institutions, parties and social movements, and the influence of Mexico's revolutionary heritage. There will be some analysis of the interaction of US/Mexico relations and the impact of NAFTA on Mexican workers and the economy.

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

European Politics Focus

- **GVT-682 Crisis and Integration in Europe**

Credits:

3.00

Description:

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

International Political Economy Focus

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-733 Public Choice**

Credits:

3.00

Description:

This course considers the degree to which it is possible to explain, predict, and guide political decision through the application of economic analysis. The course is organized around two competing visions of public choice: (1) a traditional organic approach that sees the core problem for public choice as requiring the maximization of social welfare and (2) a newer contractual approach that sees that problem as requiring attention to the institutional framework within which political decisions are made. Topics to be considered include the Arrow paradox and other problems in aggregating individual choices, rent-seeking, the Leviathan hypothesis, and non-market demand-revealing methods.

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **FNEC-810 The Manager in the Global Economy: Trade Issues and Policy**

Prerequisites:

FNEC 700 or MBA 730 OR MBA-630

Credits:

3.00

Description:

Students examine the conflicts, constraints, opportunities, and economic and non-economic issues facing managers/organizations interested or engaged in international trade. Special attention will be given to the basis for trade, current trade disputes between the US and other countries, issues of international competitiveness, and the decision process for exportation versus on-site production through foreign direct investment.

Type:

International Organizations Focus

- **GVT-663 International Legal Systems**

Credits:

3.00

Description:

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

- **GVT-665 International and Transnational Organizations**

Credits:

3.00

Description:

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

- **GVT-669 International Human Rights**

Credits:

3.00

Description:

An examination of human rights at the end of the 20th Century. Attention will be given to the origin and expansion of the concept of human rights, the place of human rights in different political systems, the link between culture and human rights, and the means and mechanisms for safeguarding rights with particular reference to the United Nations system.

- **CJN-750 Organizational Communication**

Credits:

3.00

Description:

Explore historical development of the theory of organizations, examine information flow, network analysis, communication over- and under-load, decision-making, organizational effectiveness and change processes. Theoretical basis provided for the examination of case studies in organizational communication, including communication audits in organizational settings.

Term:

Offered Fall Term

- **P.AD-844 Public Service in History**

Credits:

3.00

Description:

This course will examine the professional career of Robert Moses - the man who built New York City - from his start as an idealistic member of the political reform movement in the early twentieth century, to his realization that nothing gets done without power and his ascension to the most powerful man in New York," to accumulation and apparent exercise of power for the sake of power and his fall from his lofty heights in the 1960s. Through this survey of Moses' life the class will examine the growth of the administrative state, the tension between expertise and democracy, the relationship between the public and private sectors, the intergovernmental aspects of service delivery, and the nature of what Wildavsky called the existential situation of the public manager.

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

East Asian Focus

- **GVT-610 Politics Korea**

Credits:

3.00

Description:

Study of the government and politics of North and South Korea, including the political systems of the two countries and relations between them, including issues of reunification, nuclear weapons, and democratization. Normally offered alternate years

- **GVT-689 Politics of China**

Credits:

3.00

Description:

Emphasis on a particular approach to the problems of economic modernization and political development. Historical background; the revolutionary movement; present political structures and current issues.

Middle East Focus

- **GVT-685 Politics and International Relations of The Middle East**

Credits:

3.00

Description:

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

- **GVT-694 The U.S. and the International Relations of the Middle East**

Credits:

3.00

Description:

This course will explore the role played by the United States in the Middle East in the twentieth century, with emphasis on the period since World War II. Our study will begin with a decision-making approach to understanding the domestic and institutional context of America's policy toward the region, followed by an examination of that policy as it confronted radical nationalist, socialist, and Islamic movements, Soviet influence, and specific contemporary problems - the Arab-Israeli conflict, the Lebanese civil war, the Iranian revolution, the Iran-Iraq War, and the Gulf War.

Individually Designed Focus

With approval of their advisor and the program director, students may design their own focus area from graduate courses offered at Suffolk University.

Thesis Option

Master's students should normally choose the internship option. Students wishing to write a thesis instead must submit a proposal for approval by a faculty committee. Such applications will be considered only from students who have completed 14 credits, including two of their core courses, with a cumulative GPA of at least 3.5. For students in the International Relations concentration, the topic of the thesis must be related to the student's focus area.

The research, writing, and defense of a master's thesis will normally require an additional year of study. Students approved for the thesis must enroll in GVT-907, followed by GVT-957. Completed theses must be defended before a committee of the faculty.

Total requirements with thesis: (39 Credits)

Internship Option

The internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign or on a legislative staff, in legislative relations or an international organization, or issue advocacy for a government agency, interest group, or non-governmental organization. Internships are available in Massachusetts, or in other countries, with suitable offices in New York or Washington. Internship placement must be approved by the student's advisor and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

Total requirements with internship: (30 Credits)

- **GVT-723 Graduate Internship**

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

Comprehensive Examination Option

In exceptional cases, a student may replace the internship/thesis requirement with the comprehensive exam as described below.

Eligibility

Students will be eligible to apply for the comprehensive examination one semester before the completion of the credits required for completion of their degree. Students choosing this option must take an additional three-credit elective to replace the credits for the internship or thesis. The application is subject to the approval of the student's faculty advisor and graduate program director.

Committee Role

The student will submit a complete list of all the courses the student took towards the MSPS degree. Under each course, the student will list the required readings for that course, as stated on the syllabus. This will serve as the student's reading list. A faculty committee appointed by the department chair will review the reading list and develop the exam questions based on the list. The committee will evaluate both the written and oral examinations and assign a grade.

Structure of Examination

The written portion of the examination will be administered on two days during the last month of the relevant semester. Each day will consist of no less than four questions and the normal length of the examination should be no less than five hours per day. The questions will relate to both the student's required and elective classes. The written portion of the exam will be augmented with an oral examination held no later than five working days after the completion of the written exam. The oral defense is envisioned as the point at which student and faculty interact to resolve issues related to the written examination.

Evaluation

Students will be graded on a pass/fail basis for each question, the written exam in total and the oral exam. In order to be approved for graduation, the student will have to receive a passing grade at the graduate level on each question, the exam as a whole and the oral exam. The expectation is that, in order to receive a passing grade, the student will demonstrate mastery of the specific subject in each question but also be able to provide a broader theoretical framework that links the questions together into a unified understanding of the relevant field in which the degree is to be issued. The faculty should expect that the level of work be equivalent to that found in MA comprehensive examinations at universities around the United States. Students who do not pass the examination will automatically be afforded another opportunity to take it. Students who do not pass the examination on the second attempt will have to petition the full-time Government department faculty to take the exam a third time. Students failing the exam on third attempt will be dismissed from the program. Any attempts subsequent to the first must be completed within one calendar year from the date on which the initial examination was administered.

Language Requirement

In addition to their coursework, all students concentrating in International Relations must demonstrate written and oral proficiency in a language other than English. Students may enroll in language courses for the purpose of mastering the chosen language, but credits in those courses will not be applied toward the degree. Language proficiency should be demonstrated as evidenced by test results either prior to admission or by the end of the first year in the program.

Students can satisfy this requirement in one of the following ways:

1. Two years of study in a particular language at the undergraduate level, as demonstrated on an official or unofficial undergraduate transcript submitted to the Graduate Program Director.
2. Native speakers of a language other than English, as demonstrated by at least two years of attendance at an undergraduate institution in which instruction was taught in a non-English language.

3. Completing/Passing [ACTFL's Reading Test for Professionals \(RPT\)](#) at least a "novice-high" level.

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Political Science

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There is also a joint [Master of Public Administration/Master of Science in Political Science](#) option.

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- [Master of Science in Political Science](#)
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- [Courses](#)

Certificate Requirements: 6 courses, 18 credits

The Certificate of Advanced Graduate Study (CAGS) in Professional Politics is an 18-credit program designed for students who already have a post-graduate degree, and either wish to prepare for a career in professional politics, or want to supplement their current career with specialized knowledge of professional politics. The program is ideal for lawyers, accountants, public relations professionals, and others who wish to improve their skills in politics, government relations, and issues management.

Certificate Requirements (4 courses, 12 credits)

- GVT-747 Seminar in Legislation & Lobbying

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar. Prerequisites: Open to graduate students only; at least one previous course in legislatures or interest groups, or consent of the instructor.

- **GVT-755 Seminar Campaigns & Elections**

Prerequisites:

At least one course in elections, voting behavior, or political parties.

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

- **GVT-772 Ethical Issues in Professional Politics**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. The purpose of campaigns is to win, while the purpose of elections is to maintain democracy. This course will focus on the tension between these two goals, on the assumption that a healthy democracy needs a well-developed ethical sense among political professionals. The course will combine consideration of fundamental ethical principles with class discussion of hard cases. Each student will be asked to study a case and present it to the class.

Choose one of the following courses:

- **GVT-776 Advanced Research Methods in Professional Politics**

Prerequisites:

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with a emphasis on relevant topics such as voting behavior, elections, polling, legislatures, and public policy. Both qualitative and quantitative methods will be covered including, archival research, legislative documents, election data, and multivariate analysis.

• GVT-777 Writing for the Policy Professional

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

Suggested Electives (2 courses, 6 credits)

Choose two of the following courses:

• CJN-740 Political Communication

Credits:

3.00

Description:

Examination of the special circumstances created by politics and their impact on attempts at persuasion. Case studies of famous politicians and political speeches are combined with discussion of current political rhetorical trends.

Term:

Occasional

- **GVT-606 Women and Public Policy**

Credits:

3.00

Description:

This course examines women's issues and roles in the public policy process. Topics will include policies that affect women, such as child care, sex discrimination, sexual harassment, women's health care and reproductive issues. Emphasis will also be placed on women's roles in the policy process, as citizens, voters and public officials.

- **GVT-623 Political Survey Research**

Credits:

3.00

Description:

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

- **GVT-639 Community Advocacy**

Credits:

3.00

Description:

This course represents a unique opportunity for students to develop a general understanding of the relationship between politics and the community; a systematic and holistic way of viewing and analyzing the impact of community-based, community-wide organizations and efforts.

- **GVT-645 Technology and Campaigns**

Credits:

1.00

Description:

Designed to guide students through effective use of technology in political campaigns, this course focuses on how to target, mobilize, and persuade voters using social media, database management, and campaign management software.

Type:

Social Science

- **GVT-655 American Parties & Politics**

Credits:

3.00

Description:

Historical overview of party development in the U.S. and of ideological and political trends as reflected in voting behavior. Recent developments in party structure, electoral strategies and political style. The party crisis vs. the art of political campaigning.

- **GVT-658 Politics and the Media**

Credits:

3.00

Description:

This course will explore the influence of media on contemporary political issues and public opinion; and the use of media in political campaigns, advertising, etc. Topics may include the impact of talk radio", the issue of media bias, the role of television, the Hollywood connection.

- **GVT-678 Elections and Voting**

Credits:

3.00

Description:

How are elections administered in the United States? Do Americans have confidence in the electoral process? Should they? Why or why not? This course will examine elections in the United States in detail -- from how they are funded to how they are administered to how voters behave. Students will have a choice of either serving as poll workers during the November election or organizing and conducting research of potential voters. Students will gain hands-on experience in actual research design, election administration, and non-partisan get-out-the-vote activities. In addition, students will gain a deeper understanding of the relationship between attitudes, opinion, and voting behavior in American politics and institutions.

- **GVT-691 Canada: Multicultural Politics**

Credits:

3.00

Description:

This course examines the Canadian model of incorporating diverse communities into its constitutional and political framework, including the founding British North American Act of 1867, the 1982 Constitution Act, and two later attempts at constitutional reform. Canada's role in balancing two official languages, English and French, is discussed, as is its recognition of a First Nations native-governed territory in the Arctic. This course introduces students to the Canadian polity and compares its parliamentary system with the U.S. separation of powers system.

- **GVT-693 Politics and Economics of Latin America**

Credits:

3.00

Description:

Introduction to the government and politics of contemporary Mexico, with special attention to social and economic institutions, parties and social movements, and the influence of Mexico's revolutionary heritage. There will be some analysis of the interaction of US/Mexico relations and the impact of NAFTA on Mexican workers and the economy.

- **HLTH-825 Legal Environment of Healthcare**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

Type:

MBA Health

- **HLTH-832 Health Policy**

Credits:

3.00

Description:

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

Type:

MBA Health

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-830 Public Liaison Strategies**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.

Type:

MBA Public Management

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

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This program provides an accelerated path for undergraduate government majors to obtain a Master's degree in Government. Students can take two graduate level classes during their senior year, one at a time or both at once. Once two graduate classes have been taken, students can take no more until they have otherwise fulfilled the requirements for their undergraduate degree.

Each student admitted to this joint degree program must meet all the requirements of one of the undergraduate degree programs (BS or BA in Government). In addition, the student must meet all the requirements of one of the master's degree programs (MSPS). Upon successful completion of all of the degree requirements, a student will be conferred one joint degree.

A student may permanently exit the joint degree program and opt to graduate with a bachelor's degree if all the requirements of a bachelor's degree are met, in which case each of the two graduate courses taken in the senior year would be counted as a 4-credit course.

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There is also a joint [Master of Public Administration/Master of Science in Political Science](#) option.

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- **GVT-602 Public Relations and Lobbying**

Credits:

3.00

Description:

Methods and practices of interest groups trying to influence legislative and administrative decision making; methods and practices of public agencies trying to influence governmental policies; the military industrial complex and other cases on federal and state levels.

- **GVT-603 Government 2.0**

Credits:

3.00

Description:

What is the next version of government? How will emerging technologies impact how governments at all levels function? What are government leaders (elected and otherwise) doing to transform the way government operates? This course will cover the historical applications of technology in government, pointing to various models used by all levels of government (Federal, State, and Local). National and international e-Government examples and case studies will be examined to show the most and least effective implementations. It will primarily be a discussion about what Gov 2.0 has meant and will mean as new technologies emerge.

- **GVT-606 Women and Public Policy**

Credits:

3.00

Description:

This course examines women's issues and roles in the public policy process. Topics will include policies that affect women, such as child care, sex discrimination, sexual harassment, women's health care and reproductive issues. Emphasis will also be placed on women's roles in the policy process, as citizens, voters and public officials.

- **GVT-607 Globalization of Gender Politics**

Credits:

3.00

Description:

This course examines the interaction between gender and globalization. It discusses the centrality of gender in international development by focusing on gender as one of the most critical factors that affect the success or the failure of globalization. Critically reviewing general theories of globalization, the course presents a historical overview of gender and development. It then explores selected topics: global restructuring and feminization of the labor force, gender in multinational corporations, gender and international migration, sex-tourism, AIDS, and the impact of the state, religion, and culture in creating social dislocations and inequalities. Finally, we will consider strategies of change and diverse forms of resistance by women.

- **GVT-608 International Security**

Credits:

3.00

Description:

This course examines the dynamic evolution of the debates on International Security as well as the transformations in the main global and regional security institutions such as UN and NATO. Based upon International Relations perspectives, it analyzes the traditional definitions of security at the national, regional and international levels of analysis since 1945. Likewise, it studies how states and international institutions have revisited the concepts, policies and strategies of security since the end of the Cold War and after the September 11 events, from realist perspectives to the Copenhagen School of security studies.

- **GVT-610 Politics Korea**

Credits:

3.00

Description:

Study of the government and politics of North and South Korea, including the political systems of the two countries and relations between them, including issues of reunification, nuclear weapons, and democratization. Normally offered alternate years

- **GVT-611 Politics of the Arab-Israeli Conflict**

Credits:

3.00

Description:

An analysis of the origins and the local, regional, and international dimensions of the Palestinian-Israeli-Arab conflict, this course will examine the conflict through the eyes of the major protagonists and the roles played by them from the early twentieth century to the present: Zionists/Israelis, Palestinians and other Arabs, British, Americans, Soviets. We will also explore the questions of why this conflict has captured the world's attention and why it has gone unresolved since World War II. Finally, we will examine the possibilities and attempts for resolution of what appears to be an intractable human tragedy.

- **GVT-614 1968- Media, Chaos, and Culture That Changed America**

Credits:

3.00

Description:

The overall goal of this course is to understand why 1968 is considered one of the most tumultuous years in the 20th century as regards the news media; music and theater; television and film censorship; and in the shift in culture and mores of an entire subset of the population. The course will focus on specific touchstones that elucidate the communication to both the mainstream public, know broadly as the Silent Majority, and the new emerging 'boomers', whose values and attitudes still drive the media ten years into the 21st century. Students will learn how a single year of media can change forever how one part of a culture views itself, while at the same time discovering how another part of that same culture continues to resist those changes 40 years later. Students will learn how many of the seeds of ideas they take for granted in 2011, including educational and sports equality (Title 9) for women; environmental sensitivity, and gay rights were planted in the print, films and music of 1968, but didn't bloom until the years which followed. Guest speakers, films and lectures will be used to reinforce material from the texts.

• GVT-620 German Greens and Environmentalism

Credits:

3.00

Description:

The rise of the Green Party, from its grass-roots beginnings to participation in the federal government. Background on the development of green consciousness in Germany and Europe since the early 20th century. Present governmental policies and programs (e.g., alternative energy sources, organic farming, recycling, dismantling of nuclear power).

• GVT-623 Political Survey Research

Credits:

3.00

Description:

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

• GVT-628 American Law, Government and Policy

Credits:

3.00

Description:

This course provides an overview of the legal system in the United States of America, in connection with the role of the Federal and State government and their policy. This course is designed for undergraduate and graduate students. During the semester, we will explore a variety of issues involving the legal system of the United States and how it affects local and federal government.

- **GVT-633 Politics in Film**

Credits:

3.00

Description:

A country's popular culture offers significant and accurate insights into the political values, attitudes, and beliefs of its own people at a given time. One form of popular culture, films, can be a powerful disseminator of political messages. This course will examine a number of different eras and political themes as they have been reflected through films in the U.S.

- **GVT-637 Public Policy & Business**

Credits:

3.00

Description:

Public Policy-makers interests in formulating and implementing policy in the areas of environmental protection, consumer protection, equal employment opportunity, health care, taxation and competition with a focus on business responsibility will be critically analyzed. Costs and benefits to the public and business will be evaluated.

Type:

Social Science

- **GVT-638 Environmental Policy & Politics**

Credits:

3.00

Description:

From Rio to the Boston Harbor Project, this course examines the polices and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

Type:

Expanded Classroom Requirement

- **GVT-639 Community Advocacy**

Credits:

3.00

Description:

This course represents a unique opportunity for students to develop a general understanding of the relationship between politics and the community; a systematic and holistic way of viewing and analyzing the impact of community-based, community-wide organizations and efforts.

- **GVT-641 Ready, Set, Run!**

Credits:

1.00

Description:

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

- **GVT-642 Candidate Definition**

Credits:

1.00

Description:

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

- **GVT-643 Candidate Media Strategy 101**

Credits:

1.00

Description:

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

- **GVT-644 Campaign Issues: Taking a Stand**

Credits:

1.00

Description:

In this highly interactive course, students learn how to develop position papers, conduct opposition research, and ultimately use their knowledge to convey information effectively in political speeches and debates. Attention paid to message development.

- **GVT-645 Technology and Campaigns**

Credits:

1.00

Description:

Designed to guide students through effective use of technology in political campaigns, this course focuses on how to target, mobilize, and persuade voters using social media, database management, and campaign management software.

Type:

Social Science

- **GVT-646 Getting Out the Vote**

Credits:

1.00

Description:

Learn the cutting edge techniques to help register new voters, identify voters, and effectively manage election-day operations to increase turnout for your candidacy. Learn how to successfully recruit and retain volunteers.

- **GVT-647 Legislative Process**

Credits:

3.00

Description:

The structure and functioning of legislatures. Particular emphasis on the U.S. Congress, how it works and how it compares to other legislatures. The role of legislatures in a democracy.

- **GVT-648 The American Presidency**

Credits:

3.00

Description:

Perspectives on the role and problems of the presidency in American political life; the nature and difficulties of the presidential influence and effectiveness, presidential authority within our system of government, and the impact of presidential character.

- **GVT-650 Lobbying, the Media and Public Policy**

Credits:

3.00

Description:

This class will examine the role of lobbyists and the media in influencing state and national decision makers and public policy. Focusing primarily on current issues relating to energy and environmental policy, we will discuss and critically examine all sides of today's hot topics- renewable power, climate change, sustainability and others. The goal is not to determine who is right and who is wrong, but rather to get behind the headlines and separate fact from hype and discuss how and why certain policy decisions are made and how policy makers are influenced. You'll gain an appreciation as to how public opinion, lobbyists and the media (and even celebrities!) can actually change government priorities- and not always for the better, as rising public opinion and political pressure often collides with well established scientific evidence.

- **GVT-652 Constitutional Reform**

Credits:

3.00

Description:

A critical analysis of whether our constitutional system is adequate to effectively resolve the new and complex problems of governance in this century. The strengths and weaknesses of governmental structure created by the U.S. Constitution will be examined. Past and current amendment proposals will receive special attention.

Type:

Social Science

- **GVT-655 American Parties & Politics**

Credits:

3.00

Description:

Historical overview of party development in the U.S. and of ideological and political trends as reflected in voting behavior. Recent developments in party structure, electoral strategies and political style. The party crisis vs. the art of political campaigning.

- **GVT-657 Urban Politics**

Credits:

3.00

Description:

This course examines the political process and problems characteristic of big cities in the United States today. Students are encouraged to do individual and group research on specific urban political topics.

- **GVT-658 Politics and the Media**

Credits:

3.00

Description:

This course will explore the influence of media on contemporary political issues and public opinion; and the use of media in political campaigns, advertising, etc. Topics may include the impact of talk radio", the issue of media bias, the role of television, the Hollywood connection.

- **GVT-659 Hockey, International Development & Politics**

Credits:

3.00

Description:

This class examines the way in which national identity, global and regional economics and international development intersect. It uses the professionalization of the sport of hockey and its subsequent spread around the globe as its case. It will look at the rise of the pro game, the way in which it shapes national identity in the Canadian case, the way in which the pro business model has changed in response to broad socio-economic changes in North America and geo-political shifts around the globe, especially in Eastern Europe and the Former Soviet Union.

- **GVT-660 United Nations Seminar**

Credits:

3.00

Description:

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. The second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

- **GVT-662 Debates on Conflicting Ideas U.S. Foreign Policy**

Credits:

3.00

Description:

In order to understand the change and continuity in U.S. foreign policy, it is crucial to examine the debate among those who inform the ideas put forward by U.S. foreign policy experts, policymakers, and the groups-whether political parties or NGOs- with which they are allied. This course will explore the importance of ideas in U.S. foreign policy from the early days of the republic with an emphasis on the post-World War II period.

- **GVT-663 International Legal Systems**

Credits:

3.00

Description:

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

- **GVT-665 International and Transnational Organizations**

Credits:

3.00

Description:

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

- **GVT-666 Globalization, Regionalization and Sovereignty**

Credits:

3.00

Description:

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

- **GVT-667 Comparative Social Movements**

Credits:

3.00

Description:

This class examines the political ramifications of social movements primarily but not exclusively within the United States. It looks at ideology, beliefs, and mechanisms of mobilization. Another important focus is an analysis of non-white social movements in this country and their impact on domestic politics. Among the movements to be examined are: the Pan-African movement 1919 to 1939 which will, to some extent, take us outside this country; the U.S. Civil Rights Movement 1955 to 1969 which covers the rise of the Black Power movement; and the U.S. Labor Movement 1900 to 1955 in terms of non-white influence on its programmatic goals.

- **GVT-669 International Human Rights**

Credits:

3.00

Description:

An examination of human rights at the end of the 20th Century. Attention will be given to the origin and expansion of the concept of human rights, the place of human rights in different political systems, the link between culture and human rights, and the means and mechanisms for safeguarding rights with particular reference to the United Nations system.

- **GVT-671 Topics in Democracy**

Credits:

3.00

Description:

In this course, students will have an opportunity to examine the basic foundations of the democratic theory and practice. Specifically, the course focuses on the building blocks of a democratic relationship between people and government, including transparency, accountability, accessibility, and opportunities for effective advocacy and participation. Both classical and modern authors who weighed in on these issues will be discussed.

- **GVT-672 American Foreign Policy**

Credits:

3.00

Description:

A decision-making approach to understanding the domestic and institutional context of US foreign policy. Includes analysis of continuity and change since WWII using case studies of critical decisions, e.g., Korea, Cuba, Vietnam, etc.

- **GVT-678 Elections and Voting**

Credits:

3.00

Description:

How are elections administered in the United States? Do Americans have confidence in the electoral process? Should they? Why or why not? This course will examine elections in the United States in detail -- from how they are funded to how they are administered to how voters behave. Students will have a choice of either serving as poll workers during the November election or organizing and conducting research of potential voters. Students will gain hands-on experience in actual research design, election administration, and non-partisan get-out-the-vote activities. In addition, students will gain a deeper understanding of the relationship between attitudes, opinion, and voting behavior in American politics and institutions.

- **GVT-682 Crisis and Integration in Europe**

Credits:

3.00

Description:

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

- **GVT-684 African Politics**

Credits:

3.00

Description:

The political development of Africa in colonial and post-colonial periods. Analysis of the evolution of governmental institutions includes economic, social and personal factors; political forces at work in present day Africa.

- **GVT-685 Politics and International Relations of The Middle East**

Credits:

3.00

Description:

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

- **GVT-687 Conflict & Reconciliation: Community Service Abroad**

Credits:

3.00

Description:

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

- **GVT-689 Politics of China**

Credits:

3.00

Description:

Emphasis on a particular approach to the problems of economic modernization and political development. Historical background; the revolutionary movement; present political structures and current issues.

- **GVT-691 Canada: Multicultural Politics**

Credits:

3.00

Description:

This course examines the Canadian model of incorporating diverse communities into its constitutional and political framework, including the founding British North American Act of 1867, the 1982 Constitution Act, and two later attempts at constitutional reform. Canada's role in balancing two official

languages, English and French, is discussed, as is its recognition of a First Nations native-governed territory in the Arctic. This course introduces students to the Canadian polity and compares its parliamentary system with the U.S. separation of powers system.

- **GVT-693 Politics and Economics of Latin America**

Credits:

3.00

Description:

Introduction to the government and politics of contemporary Mexico, with special attention to social and economic institutions, parties and social movements, and the influence of Mexico's revolutionary heritage. There will be some analysis of the interaction of US/Mexico relations and the impact of NAFTA on Mexican workers and the economy.

- **GVT-694 The U.S. and the International Relations of the Middle East**

Credits:

3.00

Description:

This course will explore the role played by the United States in the Middle East in the twentieth century, with emphasis on the period since World War II. Our study will begin with a decision-making approach to understanding the domestic and institutional context of America's policy toward the region, followed by an examination of that policy as it confronted radical nationalist, socialist, and Islamic movements, Soviet influence, and specific contemporary problems - the Arab-Israeli conflict, the Lebanese civil war, the Iranian revolution, the Iran-Iraq War, and the Gulf War.

- **GVT-699 Ethnic Conflict, Nation Bldg. & International Intervention**

Credits:

3.00

Description:

This course focused on the role of ethnic conflict and international intervention in nation building in the post-Cold War period. To understand fully these forces, theories such as colonialism, neo- and post-colonialism, and humanitarian intervention, along with social/economic conditions will be examined. Different case studies will be selected each time the course is offered.

- **GVT-723 Graduate Internship**

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

- **GVT-724 Politics of Public Policy**

Credits:

3.00

Description:

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

- **GVT-747 Seminar in Legislation & Lobbying**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research

and present it to the seminar. Prerequisites: Open to graduate students only; at least one previous course in legislatures or interest groups, or consent of the instructor.

- **GVT-755 Seminar Campaigns & Elections**

Prerequisites:

At least one course in elections, voting behavior, or political parties.

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

- **GVT-761 Seminar: International Relations Theory**

Prerequisites:

OPEN TO GRADUATE STUDENTS ONLY

Credits:

3.00

Description:

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

- **GVT-763 International Political Economy**

Credits:

3.00

Description:

This course introduces students to the study of international political economy (IPE). It addresses the interactive relationship between politics and economics in the historical and contemporary international system by exploring the effect of political factors on international economic relations as well as the impact of economic factors on domestic and international politics.

- **GVT-765 Global Public Policy Relations**

Credits:

3.00

Description:

This course will focus on three main areas: a) United Nations and NGOs; b) Current Relevant Issues, and c) Regions, examining current issues and debates in each area. The courses is team-taught by full-time faculty specializing in each area.

- **GVT-772 Ethical Issues in Professional Politics**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. The purpose of campaigns is to win, while the purpose of elections is to maintain democracy. This course will focus on the tension between these two goals, on the assumption that a healthy democracy needs a well-developed ethical sense among political professionals. The course will combine consideration of fundamental ethical principles with class discussion of hard cases. Each student will be asked to study a case and present it to the class.

- **GVT-776 Advanced Research Methods in Professional Politics**

Prerequisites:

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with a emphasis on relevant topics such as voting behavior, elections, polling, legislatures, and public policy. Both qualitative and quantitative methods will be covered including, archival research, legislative documents, election data, and multivariate analysis.

• GVT-777 Writing for the Policy Professional

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

• GVT-778 Working With Public Policy Data International Relations

Prerequisites:

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

Credits:

3.00

Description:

Core course for the MS in Political Science, International Relations track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with an emphasis on topics relevant to the field of international relations. Both qualitative and quantitative methods will be covered, including archival research and the use documents and data from a variety of sources.

- **GVT-801 Political Marketing**

Credits:

3.00

Description:

This class will examine the techniques used to market political candidates, parties, issues, interest groups and think tanks in the modern American polity, as well as in Canada and the EU. The class will examine the causes and impact of the change that many observers have seen in the American polity from a civil to a consumptive political culture and question the extent to which this is a U.S. based versus more global phenomenon. At the same time, the class will aim to provide the student with a hands-on understanding of the way in which various marketing techniques are employed to sell politics. The techniques will include message development, branding, micro-targeting, and political marketing campaign strategy by looking at a series of cases from around the world. Cases examined will include the Barack Obama , Hillary Clinton and John McCain campaigns from 2008, the effort to brand the Conservative Party and New Labour in the United Kingdom.

- **GVT-803 Washington Academic Seminar I**

Prerequisites:

Requires instructor's consent

Credits:

3.00

Description:

An intensive off-campus experience, normally of two-weeks duration, arranged through a qualified agency in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. Students are normally required to keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar upon their return. ECR

- **GVT-805 Washington Seminar on National Security**

Credits:

3.00

Description:

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

• GVT-811 Politics of North and Southeast Asia

Credits:

3.00

Description:

This course examines the cultural background and political systems mainly of China, Korea, and Japan, also touching upon the small tiger states in South-East Asia. It elucidates the historical origins, evolution, and current trajectory of these states with a particular concentration on North Korea. One further concentration is the interplay of domestic and foreign policy in the relations of these states, regional stability and cooperation. Topics include history, social structure, the interplay of culture and ideology, political economy, humanitarian issues, security, and the politics of North Korean domestic and foreign policy. We will spend considerable time analyzing China's and North Korea's relationship with regional and world powers and examining the origins, history, and implications of the North Korean nuclear weapons program. Students will be expected to demonstrate the ability to apply theoretical and historical knowledge toward analyzing the rapidly evolving landscape of contemporary issues related to East Asia.

• GVT-824 The 1st Amendment in the Internet Age

Credits:

3.00

Description:

Defamation, privacy, copyright, pornography, incitement to lawless conduct and harassment are six areas in which first Amendment freedoms historically have been constrained to some degree. The constraints have been worked out largely through judicial decisions issued over the last century. This course would look at the traditional interests that were balanced to produce the constraints, the Internet's impact on those interests and whether the impact suggests the need for rebalancing.

- **GVT-828 Congress and the Federal Budget: Procedure, Politics & Public Policy**

Credits:

3.00

Description:

Focus is on the federal budget process, political interactions, and public policy outcomes. The budget represents nearly one-quarter of GDP making those decisions central to the functioning of our democracy and the health of our economy. Emphasis is on the Congressional budget process, appropriations process, and revenue decision-making because the Constitution establishes Congress as the guardian of the nation's purse strings.

- **GVT-830 Congressional Parties, Leadership, & Public Policy**

Credits:

3.00

Description:

This course focuses on the Congressional leadership, parties in Congress and their impact on political interactions, and public policy. The course will examine the relationship between the leadership in the Congress and the powerful elements in the House and Senate such as committee chairmen and the party caucuses as well as the media and lobbyists. Emphasis is on the decades long trend toward greater political polarization and its impact on the ability of the institution to respond effectively current national problems.

- **GVT-831 Congress: the Broken Branch**

Credits:

3.00

Description:

This course will examine the changes in the US Congress in recent years, as both party unity and party polarization have grown, with particular attention to the evolution of Senate rules as the need for a 60-vote majority has become a given.

- **GVT-832 Legal Issues in Campaign and Elections**

Credits:

3.00

Description:

This course will explore legal issues affecting campaigns and elections. Among the topics covered will be the legal requirements to qualify for the ballot, campaign finance laws, challenges to candidates and ballot questions, and election recounts. Special emphasis will be given to the 2000 Presidential Recount in Florida.

- **GVT-833 Conspiracy in American Politics and Culture**

Credits:

3.00

Description:

This basis of this course will be in-depth examinations of various conspiracies in American Politics and Culture, beginning with the Salem Witch Trials through the Lincoln Assassination Conspiracy and the Sacco & Vanzetti case through the present day. Present day conspiracies will include an examination of the JFK and RFK Assassinations, the Pentagon Papers case, the Watergate Conspiracy, the Iran/Contra scandal, Whitewater and the Vast Right Wing Conspiracy," the World Trade Center bombing, the Oklahoma City Bombing, Global Warming, and the 9/11 Investigation.

- **GVT-834 Immigration Policy and Politics**

Credits:

3.00

Description:

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

- **GVT-836 Political Leadership**

Credits:

3.00

Description:

This course begins with the premise that leadership is a continuous process, and that leadership can be studied, analyzed, and learned, across the public (as well as private for profit, and private non-profit) sectors. The first half of the course will, following the Northouse, Burns, and Gardner texts, delve into various theories of leadership, including the traits, skills, style, and situational approaches. We will also cover gender differences in leadership studies, and leadership ethics. The second half of the course will deal with transformational leadership, and real life (historical and recent) examples of political leadership, including Nelson Mandela, J. Robert Oppenheimer, George Washington, Margaret Thatcher, and others. There will also be in-class discussions on current challenges in public policy, asking students to envision what leadership skills they have studied that could come into play in solving these public policy challenges. During the second half of the course, students will be required to interview a leader of their choice, and, utilizing the material covered during the course, write a paper based on the interview.

- **GVT-850 Inside Massachusetts Community Courts**

Credits:

3.00

Description:

The object of this course is to teach the students the history of the District and Municipal Courts of the Commonwealth of Massachusetts and the important role they play in their respective communities throughout the state. The course will explore the various departments within each court and the functions they perform individually and as part of the overall court system. Through a combination of lecture, guest speakers, courtroom observation and journal keeping, students will learn and see first-hand how the local community courts dispenses justice, solves problems and makes a positive contribution to the communities they serve.

- **GVT-852 Boston's Future: Local Politics in a Global Context**

Credits:

3.00

Description:

This year, Boston's longest-serving mayor of 20 years, Thomas Menino, announced he would not seek re-election. Twelve candidates are now vying to be mayor of Boston. Boston is among the most educated cities and is an epicenter for research and development, building an innovation economy of engagement, community networks, and collaboration. Yet it faces a variety of challenges. Boston also counts itself as third most unequal cities in the United States in terms of income inequality. Can Boston sustain its success while also lifting more of its population out of poverty? This course examines these questions by focusing attention on the 2013 mayoral election. What prescriptions for success and visions for the future of Boston do

the various candidates offer? What constituencies vote? How will the successful candidate craft a winning coalition? Guest speakers, including candidates, local media analysts, and policy makers will highlight key aspects of the urban issues we will examine. Neighborhood visits and a variety of readings will round out the course. For any student interested in the interplay between politics, local government and the global economy, this course is for you.

- **GVT-872 East Germany and the Cold War**

Credits:

3.00

Description:

When the German Democratic Republic was founded in 1949, observers in the West viewed it as an artificial construct created to serve the needs of the Soviet empire. The self-image of the GDR as created by its leadership revolved around the idea of an anti-fascist German state designed as a bulwark against any revival of National Socialism. Over a generation after the fall of the Berlin Wall, it is possible to undertake a dispassionate analysis of the forty-year history of the other German state as manifested in its cultural identity and political role during the Cold War.

- **GVT-889 Global Politics of Resistance**

Credits:

3.00

Description:

Utilizing the theoretical frameworks of Comparative Politics and International Relations, this course will focus on a critical analysis of contemporary forms of resistance politics, such as those culminating in popular struggles for peace, democracy, human rights, economic justice, gender equality, environment, and the rights of indigenous peoples.

- **GVT-890 The United States and East Asia**

Credits:

3.00

Description:

This course will examine US relations with East Asia through the lens of leading International Relations theories. We will analyze the growing regional influence of China, and will also examine the foreign policies of major regional powers including South and North Korea, Japan, and Taiwan. By exploring the economic and political factors that are working to shape the dynamic East Asian regional order, we will gain an understanding of the challenges faced by the US in this economically and strategically pivotal region.

- **GVT-892 Islamic Political Thought**

Credits:

3.00

Description:

What is the relationship between philosophy and Islam? Does the divine law (Shari'a) need to be supplemented with purely rational reflections on the nature and purpose of political life? What is the place of toleration and individual rights in the Islamic legal and philosophic tradition? We will explore these and similar questions by focusing on two particularly fertile periods of Islamic thought--the encounter of Islam with Greek philosophy in the classical period and its encounter with modern secular West in late modernity.

- **GVT-894 Nation Building and International Intervention**

Credits:

3.00

Description:

What is the role of the international community in nation building? Who are the key nation building actors? Who should pay for nation building? How long should it take? And what are the main reasons for success and failure in nation building? This course will investigate these questions, looking especially at the cases of the former Soviet Central Asia and Afghanistan. Students will learn about one of the most pressing issues of the contemporary world, with an eye toward helping students navigate a globalized world.

- **GVT-898 Terrorism and Extremism in South and Central Asia**

Credits:

3.00

Description:

This course discusses terrorism and extremism in South and Central Asia as forms of political violence and its effects on the security of the region and the world. Students will develop a working definition of terrorism and extremism and analyze tenets of states security policies. They will study the history of origin, political, economic and social causes of terrorism, the nature of Islamist terrorist organizations, their strategic goals, motivations, and the threats they pose to peace and development from the point of view of international relations and comparative politics. On the base of case studies and class discussions, students examine theories and instances of ideological, religious, and political extremism as a foundation for terrorism. Through thorough investigation of different cases students will acquire unique knowledge of the Al-Qaeda threat in Pakistan, Afghanistan and Central Asia, as well as activities of groups as the Islamic Movement of Uzbekistan, Lashkar-e-Taiba and others.

- **GVT-903 Washington Seminar I: DNC**

Credits:

3.00

Description:

An intensive off-campus experience, normally of two-weeks duration, arranged through a qualified agency in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. Students are normally required to keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar upon their return.

- **GVT-906 Summer Party Convention Program**

Prerequisites:

Students must see the professor to get required Washington Center Application

Credits:

3.00- 6.00

Description:

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

- **GVT-910 Independent Study**

Prerequisites:

Instructor's consent and approval of the Director of Graduate studies required.

Credits:

3.00

Description:

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

- **GVT-913 The Presidency, Congress & Media**

Credits:

3.00

Description:

This course is fast-paced, highly interactive, multi-media and thought provoking. We apply the traditional academic requirements at The Washington Center, while adding the unique elements that allow you to connect with students at other universities. This course offers interesting guests, lively discussions, thoughtful debates, historic video from C-SPAN and the National Archives. As we examine and analyze the political, legislative and social issues facing our country, we will take an in-depth look at the issues and events shaping the agenda for next Congress & the next round of elections. Our focus will also include the historical process of public policy making, as well as an intense examination on the changing role of media, especially social media, in shaping public opinion.

- **GVT-958 Thesis/Internship Continuation**

Credits:

0.00

Description:

0 credit course for graduate students who are writing a thesis or internship report that need to be considered full-time. They will be charged for 1 credit, but earn 0 and are not graded.

2014-2015 Archived Catalog Information

Sawyer Business School

This section of the 2014-2015 Suffolk University Graduate Catalog provides information for graduate students in the Sawyer Business School.

Accreditation

The Sawyer Business School is accredited by the AACSB International (the Association to Advance Collegiate Schools of Business). As the only Boston business school to achieve AACSB International accreditation for both our accounting and business administration programs, we are committed to quality and continuous improvement.

Suffolk's Master of Public Administration is a NASPAA-accredited degree program. We're also the only Boston business school to have earned dual accreditation by AACSB International and NASPAA.

The New England Association of Schools and Colleges (NEASC) accredits Suffolk University.

2014-2015 Archived Catalog Information

Degree Programs

Suffolk University's Sawyer Business School offers a variety of graduate level degree programs designed to accommodate the needs of both the working professional and full time student. Our graduate degrees are tailored to meet individual professional and career goals.

2014-2015 Archived Catalog Information

Executive MBA

Suffolk's 21-month Executive MBA Program, designed for mid-and senior-level executives, blends Saturday-only classes with online sessions and residential seminars.

Suffolk's Executive MBA Program features four required residential seminars designed to promote an educational experience focused on integrated thinking and global leadership.

Self-Aware Leader Seminar – As an introduction to the Executive MBA Program, this seminar emphasizes how personal leadership style and self-awareness influences both team dynamics and performance outcomes in the context of a business simulation, in which students address strategic and operational issues.

Leadership and Team Building Seminar - Designed to develop and refine team leadership skills at multiple levels, this seminar combines classroom activities with a physical challenge, resulting in an intensive educational experience based upon the synergy of concepts and application.

Washington Policy Seminar - Conducted in Washington, D.C., this seminar provides first-hand exposure to the linkages between public and economic policy development and its impact on business strategy development and execution. It includes meetings with key members of Congress, the administration, lobbyists, regulatory agencies, the media, and other organizations that may influence policy development.

Global Business Seminar - This seminar is an opportunity to experience the global business environment first-hand in Europe, Asia, or Latin America. The seminar includes a comprehensive examination of the economic, political, and cultural perspectives of doing business in the global community, and it exposes students to strategic issues through an experiential learning process.

- [Curriculum](#)
- [Advising](#)

Executive MBA Program Degree Requirements

Suffolk's Executive MBA offers a fully integrated approach to learning with an emphasis on global leadership. Residential seminars emphasize self-awareness, leadership, policy, and global business. Case studies, lectures, experiential learning, and simulations are emphasized in a team-centered environment.

- 20 courses (51 credits)

- Convenience of Saturday-only schedule with online learning (with exception of Residential Seminars)
- Students move through the curriculum in cohort groups
- Field research project tailored to your individual career goals

Suffolk's Executive MBA features a cluster-based curriculum. Course content and subject areas are represented below.

Curriculum Clusters

Cluster 1 Managing Through People (12.5 Credits)

- **EMBA-600 Self Aware Leader Seminar**

Credits:

1.50

Description:

As an introduction to the Executive MBA Program, this seminar emphasizes how personal leadership style and self-awareness influences both team dynamics and performance outcomes in the context of a business simulation, during which students address strategic and operational issues.

- **EMBA-610 Organizational Behavior**

Credits:

3.00

Description:

We are all members of a variety of organizations - the companies where we work, families, student bodies, special interest groups, sports teams, political groups, religious groups, etc. Our experiences as organizational members may range from highly satisfying and productive to stressful, unproductive, and unhappy. Likewise, organizational performance itself may run the gamut from highly successful to ineffective and inefficient. Most people in corporations do not fail to advance their careers because they lack accounting skills, a finance background, or because they haven't learned to build their own websites. More often, they fail to advance because they lack the management skills necessary to function effectively in an organizational setting. The concepts taught in this course are the foundation for those skills that are a prerequisite for being a successful manager and leader. The field of Organizational Behavior (OB) attempts to explain and predict, and influence how people and groups act in organizations. It involves the systematic study of the behaviors, processes, and structures found in organizations. OB provides the basis for sound management practice. The general purpose of this course is to help you acquire and practice the knowledge and skills essential to managing people and organizations. This knowledge is essential to those whose career goals include achieving leadership positions in an organization.

- **EMGOB-855 Conflict and Negotiation**

Credits:

3.00

Description:

Emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation and apply theory-based skills for integrative problem-solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes and role-playing.

- **EMGOB-860 Leadership & Team Building Seminar**

Credits:

3.00

Description:

Conducted in Miami, Florida, this seminar develops and refines organizational leadership skills by combining classroom activities and a physical challenge to create an intense team experience based on integrating theory and practice.

- **EMGES-801 Business Opportunities**

Credits:

1.50

Description:

Feasible opportunities can occur in existing or new business organizations. However, what is a feasible opportunity? What are the differences in identifying, planning, and executing new business opportunities within existing (corporate entrepreneurship) or new entities (new venture creation/startups)? In this course, you will begin the opportunity recognition process by understanding how creativity can generate business ideas for assessment and validation for business potential. You will validate the opportunity through business planning techniques, as well as understand the constraints created by an existing corporate culture where resources may be abundant or scarce (in the context of return on investment, corporate synergy, recognition in the marketplace, incremental and/or radical innovation potential, etc.), or where organizational structures, politics, etc. restrict or enhance the ability to launch new opportunities. For new ventures, you will validate the opportunity's ability to generate sustainable profit, growth, and capital, in a landscape where innovation and failure are prevalent.

Cluster 2 Analytical Skills for Decision Making (12 Credits)

- **EMBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

- **EMBA-622 Operations & Data Analysis**

Prerequisites:

Take EMBA-600 EMBA-610 EMGOB-855 EMGOB-860 EMGOB-900;

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Spring Term

- **EMBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Deals with the structure and information content of the three principal financial statements of profit-directed companies: the income statement, balance sheet, and statement of cash flows. It develops skills in the use of accounting information to analyze the performance and financial condition of a company and to facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

- **EMBA-650 Value Based Financial Management**

Prerequisites:

EMBA 620, EMBA 630, and EMBA 640 OR EMBA 720

Credits:

3.00

Description:

Introduces the basic principles of corporate finance. The main focus of the course is on fundamental principles such as time value of money, asset valuation, and risk and return trade-off. Topics covered also include cost of capital, capital budgeting, and capital structure.

- **EMBA-670 Information Management for Competitive Advantage**

Prerequisites:

EMBA 620

Credits:

3.00

Description:

Focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. Examines decisions needed for effective deployment of IS and IT, such as selection of IT infrastructure, valuation of IT business models, and analysis of the operational benefits and risks. Introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Cluster 3 Understanding the Marketplace (12 Credits)

- **EMBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

- **EMBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

This course explores multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives in successful navigation of an increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

- **EMBA-660 Marketing: Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing -- constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we examine current marketing theory as it is being shaped by forward-thinking academics and new developments in business practices. This course provides students with a strong foundation in marketing principles and practices.

- EMBA-770 The Washington Policy Seminar

Credits:

3.00

Description:

Conducted in Washington, D.C., this seminar provides a first hand exposure to the linkage between public and economic policy and its impact on business strategy development and execution. It includes meetings with key members of Congress, the Administration, lobbyists, the media, and other organizations that may influence policy development.

- EMKIB-816 Managing Global Supply Chain

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will focus on the interaction between trading partners and will analyze how firms are using supply chain strategies to gain a competitive advantage globally. The orientation of the course is on the design and management of relationships among organizations linked together in a supply chain. Strong emphasis will be placed on understanding the behavioral dimensions of inter-firm relations - the roles of channel members as intermediaries, their use of power and trust, and how to solve the conflicts that arise among them. While retail, wholesale, and logistical firms are significant components of marketing channels, it is held here that the relationships among the various firms comprising channels are the crucial and critical aspects of long-term competitive viability.

Cluster 4 The Firm and Its Environment (7.5 Credits)

- EMBA-680 Managing in the Ethical & Legal Environment

Credits:

3.00

Description:

This course explores multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives in successful navigation of an increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

• EMBA-800 Strategic Management

Prerequisites:

core courses

Credits:

3.00

Description:

Students develop a multifunctional general management perspective, integrating and applying knowledge and techniques learned in the core courses of the EMBA program. Students also learn about the principal concepts, frameworks, and techniques of strategic management; develop the capacity for strategic thinking; and examine the organizational and environmental contexts in which strategic management unfolds. Students achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

• EFIN-805 Capital Management

Prerequisites:

MBA 650.

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Cluster 5 Real World Perspectives (7 Credits)

- **EMBA-780 Managing in the Global Environment**

Prerequisites:

Complete EMBA core courses

Credits:

3.00

Description:

Taking place internationally, as part of the International Seminar, this course introduces students to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies, the decision to go international, and the multinational firm and its business functions.

- **EMBA-899 Program Capstone**

Credits:

4.00

Description:

Are you ready to leverage your knowledge and experience into substantial business opportunities? Are you prepared develop a strategy and accept the inherent risk with implementing new innovation? In this capstone course, you will utilize the executive program's business opportunity foundation and executive curriculum, leveraging your experience and individual motivation to develop, pitch, and implement your personally-designed project. You will define your project, develop an implementation plan and related executive summary, leading to pitching your opportunity to your selected peer group who serve as a project stakeholder. This two-semester capstone may be directed towards your current organization or within new venture.

2014-2015 Archived Catalog Information

Executive MBA

Suffolk's 21-month Executive MBA Program, designed for mid-and senior-level executives, blends Saturday-only classes with online sessions and residential seminars.

Suffolk's Executive MBA Program features four required residential seminars designed to promote an educational experience focused on integrated thinking and global leadership.

Self-Aware Leader Seminar – As an introduction to the Executive MBA Program, this seminar emphasizes how personal leadership style and self-awareness influences both team dynamics and performance outcomes in the context of a business simulation, in which students address strategic and operational issues.

Leadership and Team Building Seminar - Designed to develop and refine team leadership skills at multiple levels, this seminar combines classroom activities with a physical challenge, resulting in an intensive educational experience based upon the synergy of concepts and application.

Washington Policy Seminar - Conducted in Washington, D.C., this seminar provides first-hand exposure to the linkages between public and economic policy development and its impact on business strategy development and execution. It includes meetings with key members of Congress, the administration, lobbyists, regulatory agencies, the media, and other organizations that may influence policy development.

Global Business Seminar - This seminar is an opportunity to experience the global business environment first-hand in Europe, Asia, or Latin America. The seminar includes a comprehensive examination of the economic, political, and cultural perspectives of doing business in the global community, and it exposes students to strategic issues through an experiential learning process.

- [Curriculum](#)
- [Advising](#)

If you have questions regarding the Executive MBA Program, please contact Priscilla Rosati, associate director, Center for Executive Education at 617-994-4240 or send inquiries to prosati@suffolk.edu.

2014-2015 Archived Catalog Information

Global MBA

The Suffolk Global MBA is a specialized MBA degree program offered both full- and part-time. The curriculum combines the MBA core and required courses with upper-level electives in either International Finance or International Marketing and practical international study and work experiences.

With the Global MBA, students gain a broad, fundamental knowledge of international business and a functional expertise in either International Finance or International Marketing.

- [Curriculum](#)
- [Concentrations](#)
- [Internship / Experiential Project](#)
- [Waiver/Transfer Policy](#)

Curriculum

13 to 21 courses

33 to 57 credits

Program Length

12-16 months of full-time study

16-28 months of part-time study

Required Introductory Courses (2 Credits)

- GMBA-601 Introduction to Global Business

Credits:

1.00

Description:

This 1-day introductory course is required for all entering Global MBAs during their first semester in the program. Students are introduced to the theme of global leadership and globalization. Students will gain an understanding of their own assumptions, expectations, and projections around authority and leadership and how these influence the way in which they engage in the world. Through highly interactive exercises, students will have an opportunity to exercise leadership and learn how to analyze their effectiveness as leaders. Students will explore the terms global and globalization by looking at two contrasting points of view: the pro-Globalization and the contra-Globalization positions. Students will form teams, and utilizing their personal experiences, readings, and websites develop a presentation and arguments to debate the issue of globalization.

Type:

Global MBA Required

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

• MBA-622 Operations & Data Analysis

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-630 Economic Analysis for Managers

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*May be waived.

Global Requirements (6 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

• **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

Concentrate in either:

International Finance or International Marketing

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

- **FNIB-835 Global Investment Analysis and Derivatives**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

• FNIB-840 Global Capital Markets and Risk Management

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

International Marketing Concentration Electives (15 Credits)

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

MBA Marketing, MBA International Business

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with

different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

Experiential Requirement (6 Credits)

Full-Time Students:

- **GMBA-800 Global Internship**

Credits:

6.00

Description:

For three months, GMBA students are required to complete a full-time professional internship in a country outside their native country, putting their newly-acquired global business knowledge to the test in a real-world global business setting. Students may intern in a variety of industries including consumer products, e-commerce, economic development, energy, finance, industrial manufacturing, pharmaceutical, professional service, high technology, telecommunications, and travel. Employers may include start-ups, joint ventures, and global corporations. Global internships are supervised by GMBA faculty, and culminate in a 2 week capstone seminar. Restricted to GMBA students only.

Type:

Global MBA Required

Part-Time Students:

Select Either:

- **GMBA-800 Global Internship**

Credits:

6.00

Description:

For three months, GMBA students are required to complete a full-time professional internship in a country outside their native country, putting their newly-acquired global business knowledge to the test in a real-world global business setting. Students may intern in a variety of industries including consumer products, e-commerce, economic development, energy, finance, industrial manufacturing, pharmaceutical, professional service, high technology, telecommunications, and travel. Employers may include start-ups, joint ventures, and global corporations. Global internships are supervised by GMBA faculty, and culminate in a 2 week capstone seminar. Restricted to GMBA students only.

Type:

Global MBA Required

or

- **GMBA-902 Global Experiential Research Project**

Prerequisites:

MBA-780; GMBA Students Only

Credits:

3.00

Description:

Supervised by a faculty mentor, part-time Global MBAs are required to complete a global business research project during the last semester of their program, either with their current employer or another company involved in or seeking involvement in global business. The project will explore a real-time or prospective global business issue, challenge, or process. Students will apply the knowledge and skills acquired from coursework completed in the Global MBA, with specific focus on their concentration in either international finance or international marketing. Learning objectives, topic, and bibliography must be agreed upon by both the student, faculty mentor, and, where appropriate, employer designee. The final outcome shall be a substantive paper with a formal presentation in GMBA 850, the Global Capstone Seminar.

Type:

Global MBA Required

And 1 Open Elective (no MKT/MKIB or FIN/FNIB for a student's respective concentrations).

GMBA Required Capstone (4 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

- **GMBA-850 Capstone Seminar**

Prerequisites:

restricted to GMBA students only.

Credits:

1.00

Description:

Following their global internships, GMBA students return to Boston for a two week capstone seminar, during which they complete a pre-approved comprehensive research project which builds on shared learnings from their global experiences and revisits their original personal academic and professional goals.

Type:

Global MBA Required

2014-2015 Archived Catalog Information

Global MBA

The Suffolk Global MBA is a specialized MBA degree program offered both full- and part-time. The curriculum combines the MBA core and required courses with upper-level electives in either International Finance or International Marketing and practical international study and work experiences.

With the Global MBA, students gain a broad, fundamental knowledge of international business and a functional expertise in either International Finance or International Marketing.

- [Curriculum](#)
- [Concentrations](#)
- [Internship / Experiential Project](#)
- [Waiver/Transfer Policy](#)

All courses beyond the core are focused on global business. Students choose either:

International Finance Concentration

Gain an expertise in global issues that affect financial markets, instruments, and institutions, including commercial banks, securities brokerage firms, and investment banks. Explore differences in financial reporting and disclosure practices among nations. Examine the use of stocks, bonds, derivatives, options, futures, and swaps in global securities portfolio management and financial instrument valuation. Analyze the financial feasibility and risks of capital acquisition and allocation projects in multinational corporations.

International Finance Concentration Electives (15 Credits)

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

• FNIB-835 Global Investment Analysis and Derivatives

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be

well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

- **FNIB-840 Global Capital Markets and Risk Management**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

International Marketing Concentration

Complete advanced electives in contemporary international marketing management theory and practice. Look closely at topics in international product development and brand management, including market analysis and demand forecasting, global competition, and positioning. Explore product management

issues, including global sourcing, channel strategies, pricing, and trade regulations and risks. Delve into global customer relationship management and the complexity of cross-cultural consumer behavior and its impact on marketing communications strategies and programs.

International Marketing Concentration Electives (15 Credits)

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

MBA Marketing, MBA International Business

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of

distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as

the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

2014-2015 Archived Catalog Information

Global MBA

The Suffolk Global MBA is a specialized MBA degree program offered both full- and part-time. The curriculum combines the MBA core and required courses with upper-level electives in either International Finance or International Marketing and practical international study and work experiences.

With the Global MBA, students gain a broad, fundamental knowledge of international business and a functional expertise in either International Finance or International Marketing.

- [Curriculum](#)
- [Concentrations](#)
- [Internship / Experiential Project](#)
- [Waiver/Transfer Policy](#)

Full-time students test their newly acquired global business knowledge with GMBA 800, Global Internship, a three-month full-time summer internship in a global business environment outside their home country. This accounts for 6 credits in the Global MBA Program of Study. Following the internship, students return to campus in Boston for a 1-credit Capstone Seminar (GMBA 850), during which they make formal presentations about their internship project and discuss the cultural challenges and insights gained.

Part-time students have the option of completing a 3-credit global research project (GMBA 902) in their place of business or a company designated by Suffolk and a 3 credit open MBA elective*; OR the 6 credit three-month full-time global internship (GMBA 800) or a 3 month consulting project (GMBA 800) that includes an intensive 2-week residency at a company outside the US. In both instances, the part-time student also enrolls in the 1-credit capstone seminar either at the time of the internship or at the time of the global research project.

*MBA Electives must be taken within the Sawyer Business School and be 800 or above (no MKT/MKIB or FIN/FNIB for a student's respective concentrations)

2014-2015 Archived Catalog Information

Global MBA

The Suffolk Global MBA is a specialized MBA degree program offered both full- and part-time. The curriculum combines the MBA core and required courses with upper-level electives in either International Finance or International Marketing and practical international study and work experiences.

With the Global MBA, students gain a broad, fundamental knowledge of international business and a functional expertise in either International Finance or International Marketing.

- [Curriculum](#)
- [Concentrations](#)
- [Internship / Experiential Project](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. Regardless of proficiency exams and waiver or transfer credits, all students must complete a minimum of 31 credits (11 courses) in the Sawyer Business School to earn the Suffolk MBA. Global MBAs must earn at least 33 credits (12 courses) within the Sawyer Business School. In some instances, students may have to substitute Sawyer Business School electives for waived core courses.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

2014-2015 Archived Catalog Information

Master of Healthcare Administration

Graduate Programs in Healthcare Administration

There are two healthcare administration programs: the Master of Healthcare Administration (MHA) and the Master of Business Administration/Health (MBA/Health).

Mission for the Healthcare Administration Programs

Building on the missions of Suffolk University and the Sawyer Business School for delivering excellence in education, scholarship, and research, the Healthcare Administration Programs provide a powerful, innovative, and enduring learning experience for students aspiring to lead and manage healthcare organizations of compassion, quality, and value in the 21st Century.

Objectives for the Healthcare Administration Programs

The Healthcare Administration Programs are designed to nurture each student's potential as a healthcare leader and/or manager by engaging her or him in the key issues, challenges, opportunities, and requirements for success in healthcare. Through cutting-edge academic and hands-on learning, students develop the analytic and strategic skills needed to transform organizations, build relationships, and strengthen organizational performance.

The Healthcare Programs curriculum is designed to meet the unique needs of students who:

- Work in healthcare and seek to strengthen their knowledge and skills and advance their careers.
- Have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter the healthcare field.

Vision for the Master of Healthcare Administration Program

The MHA Program educates and inspires current and future healthcare leaders and managers, preparing them to skillfully and ethically lead healthcare organizations toward superior performance that yields better patient care, improved population health and lower costs.

Master of Healthcare Administration Program

The MHA Program is offered by the Healthcare Administration Department. The MHA is a broad-based degree. Students are prepared for professional opportunities in not-for profit, for-profit, and public organizations representing a broad continuum of healthcare delivery, financing and regulation, from ambulatory and acute inpatient care to post-acute and long-term care, as well as in consulting and insurance organizations and public agencies. The MHA Program integrates theoretical and practical knowledge, taking advantage of our location amid Boston's world-class healthcare organizations to bring together the highest quality teaching, scholarship, research, mentoring, and healthcare community engagement.

- [Curriculum](#)
- [Career Tracks](#)
- [Advising](#)

MHA Curriculum

The MHA curriculum focuses on the key issues, opportunities, challenges and requirements for success in healthcare administration.

Required Introductory Courses (2 Credits)

- **HLTH-700 Introduction to Healthcare Programs and Profession**

Prerequisites:

MHA students only

Credits:

1.00

Description:

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

Type:

MBA Health

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Core Courses (36 Credits/16 Courses)

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

- **HLTH-702 Health Economics**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

Type:

MBA Health

- **HLTH-808 Managing Healthcare Organizations**

Credits:

3.00

Description:

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

Type:

MBA Health

- **HLTH-812 Applied Research Methods for Healthcare Management**

Credits:

3.00

Description:

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

Type:

MBA Health

• HLTH-816 Healthcare Human Resources Management

Prerequisites:

TAKE HLTH 701

Credits:

3.00

Description:

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

- **HLTH-824 Healthcare Accounting**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

Type:

MBA Health

- **HLTH-825 Legal Environment of Healthcare**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

Type:

MBA Health

• HLTH-826 Healthcare Financial Management

Prerequisites:

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

Credits:

1.50

Description:

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

Type:

MBA Health

• HLTH-828 Population Health

Prerequisites:

HLTH 701;

Credits:

1.50

Description:

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

Type:

MBA Health

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and HLTH-812. MHA students only.

Credits:

3.00

Description:

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

Type:

MBA Health

- **HLTH-831 Healthcare Performance Improvement and Patient Safety**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Type:

MBA Health

- **HLTH-832 Health Policy**

Credits:

3.00

Description:

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

Type:

MBA Health

- **HLTH-835 Healthcare Marketing and Communication**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

Type:

MBA Health

- **HLTH-840 Global Health Needs & Organizations**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

Reviews global health needs, including those related to infectious and chronic diseases, injuries, behavioral health, women, children, and families, and complex emergencies such as natural disasters and war. Case studies stimulate discussion of ways to address these needs. Student papers identify needs and evaluate healthcare organization and financing in selected countries.

Type:

MBA International Business, MBA Health

- **HLTH-850 Health Information Systems**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

Type:

MBA Health

- **HLTH-860 Leadership and Ethics in Healthcare Organizations**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

Type:

MBA Health

Beginning with the Fall 2015 semester, HLTH 830 will be a 3-credit course. Beginning with the Spring 2016 semester, HLTH 840 and HLTH 841 will be combined into a 3-credit elective course: HLTH 842.

Full-time students starting the MHA Program in the Fall 2014 semester will take HLTH 830 as a 1.5-credit course during the Spring 2015 semester and should take HLTH 842 during the Spring 2016 semester.

Part-time students starting the MHA Program in the Fall 2014 semester will take HLTH 830 as a 1.5-credit course during the Spring 2015 semester and should take HLTH 842 as a 3-credit course during the Spring 2016 semester or in a Spring semester thereafter.

Note: students who started the MHA Program before the Fall 2014 semester or in the Fall 2014 semester and elect to take HLTH 830 as a 3-credit course may do so, however, they will exceed the total number of credits required for the MHA degree.

All students starting the MHA Program in the Spring 2015 semester will take HLTH 830 as a 3-credit course and may choose to take HLTH 842 as a 3-credit elective course.

Required Capstone Course

- **HLTH-890 Healthcare Strategic Management**

Prerequisites:

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

Credits:

3.00

Description:

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest. Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

Type:

MBA Health

Required for Students without Professional Experience in the U.S. Healthcare System

- **HLTH-885 Healthcare Internship**

Prerequisites:

Take HLTH-701;

Credits:

0.00- 3.00

Description:

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 300 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

Type:

MBA Health

Electives (9 Credits)

MHA students must take a total of nine credits in electives. This requirement may be fulfilled by either taking all 9 credits from the following list of Healthcare Administration Electives or by taking up to two graduate-level courses (six credits) from other programs in the Sawyer Business School, with the remaining credits from the Healthcare Administration Electives. Permission to take courses outside of the Healthcare Administration Electives must be obtained from the chairperson of the Healthcare Administration Department.

Note: Three of the elective credits may be for a Global Travel Seminar in another Sawyer Business School Program.

Healthcare Administration Electives

- **HLTH-807 Innovation: The Future of Healthcare**

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. In fact, innovation in healthcare will be a constant into the distant future. The outcomes of healthcare innovation will evolve over time, as will the processes through which innovation is developed and then adopted by healthcare providers and consumers. For these reasons, every healthcare leader and manager must understand the causes and effects of innovation as well as how to successfully initiate and manage innovation. The primary purpose of this course is to build students' skills as both thinkers and doers, helping them to better anticipate, work with, and lead innovation in healthcare. The course covers innovation in the organization and delivery of healthcare services as well as in the development and use of pharmaceuticals, biotechnology, and medical devices. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation. Those players include university researchers, medical products and technology companies, healthcare professionals and delivery organizations, and government agencies. The course also examines selected current healthcare innovations and trends as well as innovations that are expected in the future. This will enable students to become better futurists who can anticipate innovation and its implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

Type:

MBA Health

- **HLTH-815 Ambulatory and Primary Care**

Prerequisites:

HLTH 701

Credits:

3.00

Description:

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services (APC) toward achieving the Triple Aim of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

Type:

MBA Health

• HLTH-827 Advanced Healthcare Financial Management

Prerequisites:

Take HLTH-701 HLTH-824 HLTH-826;

Credits:

3.00

Description:

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

Type:

- **HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations**

Prerequisites:

Take HLTH-701 AND HLTH-831;

Credits:

3.00

Description:

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1. Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2. Classify medical error and identify means to reduce risk and/or take effective corrective action. 3. Explore sense-making and its applicability to transformational change in healthcare quality. 4. Identify leadership strategies for establishing an organization-wide culture of safety. 5. Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6. Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7. Apply reliability principles to performance improvement in complex systems. 8. Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

Type:

MBA Health

- **HLTH-836 Advanced Healthcare Marketing and Communication**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

The success of any healthcare organization depends, in large part, on its ability to communicate persuasively, efficiently and in many different ways with key internal and external constituencies. The core course, HLTH 835, introduces and explores the changing healthcare environment and the implications for healthcare marketing and communications, how to understand consumers, the marketing process and marketing mix, and how to control and monitor marketing performance. This advanced course emphasizes strategic and tactical approaches and guides students in deepening both their understanding of healthcare marketing and their skills around market analysis, marketing planning, and the promotion of healthcare services and products. This is a course for students who want to use their critical thinking skills and creativity to analyze key aspects of current reality for healthcare organizations, identify opportunities for future growth and market advantage, and develop imaginative and bold plans for achieving desired results. Key topics include: 1.Strategy development and the strategic mind-set. 2.The critical role of market-based strategy development and marketing plans in healthcare. 3.Engaging in the key steps of marketing strategy development. 4.Predicting the future of health needs and healthcare delivery, and identifying essential changes in philosophies and approaches to healthcare marketing and communication. This course will combine theory and practice, giving students the opportunity to apply their learning by developing marketing plans and promotional campaigns.

Type:

MBA Health

• HLTH-838 Organizational Change in Healthcare

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important;

key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

Type:

MBA Health

- **HLTH-841 Global Health Policy**

Prerequisites:

Take HLTH-701 and HLTH-840;

Credits:

1.50

Description:

Builds on HLTH 840 with a review of global health systems and organizations. In class and student issue papers, the course covers critical health-related policy issues such as world trade, poverty, population growth, the nutritional crisis, the water wars, and environmental issues/global climate change. The course closes by examining the challenges of how to prioritize scarce resources and mobilize together to save civilization.

Type:

MBA International Business, MBA Health

- **HLTHIB-870 Global Travel Seminar: Comparative Analysis of the Healthcare Systems in the United Kingdom and United States**

Prerequisites:

HLTH-701; Restricted to MHA, MBA, or MPA students.

Credits:

3.00

Description:

The United Kingdom (U.K.) has a nationalized healthcare system that leads the systems in other countries on many aspects of quality of care, access to care, efficiency and equity. In addition, the healthcare system in the U.K. has many weaknesses and, like the healthcare system in the U.S., is undergoing major changes as it seeks to improve performance and promote healthy lives, while controlling costs and operating on tighter budgets. Therefore, it is advantageous for healthcare administrators in the U.S. to learn about the healthcare system in the U.K. for what they can apply to improve our own healthcare system. The purpose of this global travel seminar is to enable students to explore and answer one overarching question: What can we learn from the healthcare system in the U.K. that will enable us to better understand and make needed improvements to the healthcare system in the U.S.? At the macro level, students will learn about and analyze such features of the healthcare system in the U.K. as government funding of healthcare delivery organizations, near-universal insurance coverage, allocation of resources according to national and regional budgets, and the recent reform efforts to address serious quality and safety deficiencies, contain costs and effect transformation in times of austerity. At the micro level, students will visit healthcare delivery organizations, meet with healthcare providers, policy makers and managers in London to get a close look at the realities of the healthcare system, and draw on their knowledge and experience to conduct case analyses. The cases will involve leadership, organizational change, quality and health outcomes improvement, cost containment, and/or other health system and management issues. Students will also visit historic and cultural sites in London to experience some of the rich attributes and traditions of the U.K. By the end of this course, students will understand how the healthcare system in the U.K. compares on key

Type:

MBA Health

- **HLTH-880 Directed Individual Study**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

Type:

MBA Health

Requirements to Earn the MHA Degree

Beginning in the fall of 2014, all students must complete 50 credits in 22 or 23 courses as well as maintain a grade point average of 3.0 or better to complete the MHA degree. Students who are required to complete an internship must have 53 credits to complete the MHA degree.

2014-2015 Archived Catalog Information

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- [Curriculum](#)
- [Career Tracks](#)
- [Advising](#)

Healthcare is a growing industry with an expanding range of career paths, and the opportunities and challenges faced by healthcare organizations call for exceptional leaders and managers. Our graduates work in a variety of settings, including hospitals, academic medical centers, physician practices, ambulatory care centers, long-term care facilities, managed care and insurance companies, and healthcare consulting firms.

To learn more about careers in healthcare, please visit our [Careers](#) page.

2014-2015 Archived Catalog Information

Master of Healthcare Administration

Graduate Programs in Healthcare Administration

There are two healthcare administration programs: the Master of Healthcare Administration (MHA) and the Master of Business Administration/Health (MBA/Health).

Mission for the Healthcare Administration Programs

Building on the missions of Suffolk University and the Sawyer Business School for delivering excellence in education, scholarship, and research, the Healthcare Administration Programs provide a powerful, innovative, and enduring learning experience for students aspiring to lead and manage healthcare organizations of compassion, quality, and value in the 21st Century.

Objectives for the Healthcare Administration Programs

The Healthcare Administration Programs are designed to nurture each student's potential as a healthcare leader and/or manager by engaging her or him in the key issues, challenges, opportunities, and requirements for success in healthcare. Through cutting-edge academic and hands-on learning, students develop the analytic and strategic skills needed to transform organizations, build relationships, and strengthen organizational performance.

The Healthcare Programs curriculum is designed to meet the unique needs of students who:

- Work in healthcare and seek to strengthen their knowledge and skills and advance their careers.
- Have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter the healthcare field.

Vision for the Master of Healthcare Administration Program

The MHA Program educates and inspires current and future healthcare leaders and managers, preparing them to skillfully and ethically lead healthcare organizations toward superior performance that yields better patient care, improved population health and lower costs.

Master of Healthcare Administration Program

The MHA Program is offered by the Healthcare Administration Department. The MHA is a broad-based degree. Students are prepared for professional opportunities in not-for profit, for-profit, and public organizations representing a broad continuum of healthcare delivery, financing and regulation, from ambulatory and acute inpatient care to post-acute and long-term care, as well as in consulting and insurance organizations and public agencies. The MHA Program integrates theoretical and practical knowledge, taking advantage of our location amid Boston's world-class healthcare organizations to bring together the highest quality teaching, scholarship, research, mentoring, and healthcare community engagement.

- [Curriculum](#)
- [Career Tracks](#)
- [Advising](#)

Students in the MHA Program are assigned an academic advisor who is a professor in the Healthcare Administration Department, and students are encouraged to discuss their academic interests, goals and program of study with their academic advisor.

In addition, students may contact the Healthcare Administration Department at 617-305-1769 with questions related to course selection and registration.

2014-2015 Archived Catalog Information

Master of Public Administration

The MPA Degree, offered by the Institute for Public Service, provides a pragmatic approach to education in public management and service. The program consists of 8 required courses and 6 electives. It emphasizes the development of knowledge and expertise, enabling students to perform managerial and administrative work at all levels of government or public service institutions.

Accreditation

Established in 1974, the Suffolk MPA is one of only five MPA Programs in New England to be fully accredited by the NASPAA Commission on Peer Review and Accreditation. For more information on NASPAA, go to <http://www.naspaa.org>.

Concentrations

MPA students may concentrate in three public service areas: State & Local Government, Community Health, or Nonprofit Management. Working with faculty advisors, students can tailor their elective choices to focus in areas of career choice.

Continuing and Professional Studies Program (CAPS)

The MPA program offers an opportunity for students intending to pursue a graduate degree to take a maximum of two graduate courses (6 credits) before applying for degree status.

- [Curriculum](#)
- [Concentrations](#)
- [Fellowships](#)
- [Waiver/Transfer/Substitution](#)

Master of Public Administration (MPA)

The MPA curriculum is a 42-credit program (14 courses).

The curriculum consists of seven (7) required courses, one (1) capstone course, and six (6) electives.

Required MPA Courses:

Foundation in Public Service Courses:

- **P.AD-711 Foundations of Public Service and Administration**

Credits:

3.00

Description:

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- **P.AD-712 Information Based Management**

Credits:

3.00

Description:

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amenable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

- **P.AD-715 Quantitative Analysis**

Prerequisites:

PAD 712

Credits:

3.00

Description:

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

Managing Public Service Organizations Courses:

- **P.AD-713 Managing Financial Resources**

Credits:

3.00

Description:

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

- **P.AD-716 Public Service Human Resource Management**

Credits:

3.00

Description:

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

- **P.AD-717 Organizational Change**

Credits:

3.00

Description:

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

- **P.AD-718 Leadership Strategies for an Interconnected World**

Credits:

3.00

Description:

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

Capstone Course:

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical

action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

MPA Electives (18 Credits)

Six (6) PAD or HLTH 800-900 level courses

Students with no professional public service management experience are required to take PAD 859 (internship). This 3-credit course will count as one of your six electives.

Students must complete all prerequisites prior to registering for healthcare courses. More information is available at suffolk.edu/mha. MPA students may not enroll in HLTH 890.

Students may take up to two (2) elective courses in another Suffolk University graduate degree program with prior permission from the Institute for Public Service Chairperson.

PAD Electives

PAD core courses are level 700 courses and electives are level 800 or 900 courses. Some electives are only offered every 1.5-2 years.

2014-2015 Archived Catalog Information

Master of Public Administration

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Concentrations

MPA students may concentrate in three public service areas: State & Local Government, Community Health, or Nonprofit Management. Working with faculty advisors, students can tailor their elective choices to focus in areas of career choice.

Continuing and Professional Studies Program (CAPS)

The MPA program offers an opportunity for students intending to pursue a graduate degree to take a maximum of two graduate courses (6 credits) before applying for degree status.

- [Curriculum](#)
- [Concentrations](#)
- [Fellowships](#)
- [Waiver/Transfer/Substitution](#)

Concentrations

Students must complete the 7 core MPA courses and the MPA capstone course to earn their MPA degree. They may use 12 credits of their elective course options to complete one of the following concentrations.

Community Health

This concentration focuses on preparing nonprofit and public service managers for positions in community healthcare, community advocacy organizations, and government health agencies to manage and lead in a dynamic and changing healthcare environment.

Required Course:

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

Choose 9 credits¹ worth of courses from this list:

- **HLTH-702 Health Economics**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students

analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

Type:

MBA Health

- **HLTH-808 Managing Healthcare Organizations**

Credits:

3.00

Description:

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

Type:

MBA Health

- **HLTH-824 Healthcare Accounting**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

Type:

MBA Health

- **HLTH-825 Legal Environment of Healthcare**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

Type:

MBA Health

- **HLTH-826 Healthcare Financial Management**

Prerequisites:

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

Credits:

1.50

Description:

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

Type:

MBA Health

- **HLTH-828 Population Health**

Prerequisites:

HLTH 701;

Credits:

1.50

Description:

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

Type:

MBA Health

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and HLTH-812. MHA students only.

Credits:

3.00

Description:

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

Type:

MBA Health

- **HLTH-831 Healthcare Performance Improvement and Patient Safety**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Type:

MBA Health

- **HLTH-832 Health Policy**

Credits:

3.00

Description:

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

Type:

MBA Health

- **HLTH-840 Global Health Needs & Organizations**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

Reviews global health needs, including those related to infectious and chronic diseases, injuries, behavioral health, women, children, and families, and complex emergencies such as natural disasters and war. Case studies stimulate discussion of ways to address these needs. Student papers identify needs and evaluate healthcare organization and financing in selected countries.

Type:

MBA International Business, MBA Health

- **HLTH-841 Global Health Policy**

Prerequisites:

Take HLTH-701 and HLTH-840;

Credits:

1.50

Description:

Builds on HLTH 840 with a review of global health systems and organizations. In class and student issue papers, the course covers critical health-related policy issues such as world trade, poverty, population growth, the nutritional crisis, the water wars, and environmental issues/global climate change. The course closes by examining the challenges of how to prioritize scarce resources and mobilize together to save civilization.

Type:

MBA International Business, MBA Health

- **HLTH-850 Health Information Systems**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

Type:

MBA Health

- **HLTH-838 Organizational Change in Healthcare**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

Type:

MBA Health

• HLTH-827 Advanced Healthcare Financial Management

Prerequisites:

Take HLTH-701 HLTH-824 HLTH-826;

Credits:

3.00

Description:

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

Type:

MBA Health

- **HLTH-836 Advanced Healthcare Marketing and Communication**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

The success of any healthcare organization depends, in large part, on its ability to communicate persuasively, efficiently and in many different ways with key internal and external constituencies. The core course, HLTH 835, introduces and explores the changing healthcare environment and the implications for healthcare marketing and communications, how to understand consumers, the marketing process and marketing mix, and how to control and monitor marketing performance. This advanced course emphasizes strategic and tactical approaches and guides students in deepening both their understanding of healthcare marketing and their skills around market analysis, marketing planning, and the promotion of healthcare services and products. This is a course for students who want to use their critical thinking skills and creativity to analyze key aspects of current reality for healthcare organizations, identify opportunities for future growth and market advantage, and develop imaginative and bold plans for achieving desired results. Key topics include: 1.Strategy development and the strategic mind-set. 2.The critical role of market-based strategy development and marketing plans in healthcare. 3.Engaging in the key steps of marketing strategy development. 4.Predicting the future of health needs and healthcare delivery, and identifying essential changes in philosophies and approaches to healthcare marketing and communication. This course will combine theory and practice, giving students the opportunity to apply their learning by developing marketing plans and promotional campaigns.

Type:

MBA Health

- **HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations**

Prerequisites:

Take HLTH-701 AND HLTH-831;

Credits:

3.00

Description:

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1. Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2. Classify medical error and identify means to reduce risk and/or take effective corrective action. 3. Explore sense-making and its applicability to transformational change in healthcare quality. 4. Identify leadership strategies for establishing an organization-wide culture of safety. 5. Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6. Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7. Apply reliability principles to performance improvement in complex systems. 8. Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

Type:

MBA Health

• HLTH-807 Innovation: The Future of Healthcare

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. In fact, innovation in healthcare will be a constant into the distant future. The outcomes of healthcare innovation will evolve over time, as will the processes through which innovation is developed and then adopted by healthcare providers and consumers. For these reasons, every healthcare leader and manager must understand the causes and effects of innovation as well as how to successfully initiate and manage innovation. The primary purpose of this course is to build students' skills as both thinkers and doers, helping them to better anticipate, work with, and lead innovation in healthcare. The course covers innovation in the organization and delivery of healthcare services as well as in the development and use of pharmaceuticals, biotechnology, and medical devices. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation. Those players include university researchers, medical products and technology companies, healthcare professionals and delivery organizations, and government agencies. The course also examines selected current healthcare innovations and trends as well as innovations that are expected in the future. This will enable students to become better futurists who can anticipate innovation and its implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

Type:

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-847 Nonprofit Financial Management**

Credits:

3.00

Description:

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

Type:

MBA Public Management

- **P.AD-819 Grant Writing and Management**

Credits:

3.00

Description:

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

Type:

MBA Public Management

¹Many of the Healthcare electives are 1.5 credits per course. You must complete 9 credits of electives from this list to graduate with a concentration in Community Health. Beginning with the Fall 2015 semester, HLTH 830 will be a 3-credit course. Beginning with the Spring 2016 semester, HLTH 840 and HLTH 841 will be combined into a 3-credit elective course: HLTH 842.

State & Local Government

This concentration prepares state and local government managers and officials to function as effective leaders able to respond to the changing climates of government.

Required Course:

- **P.AD-817 Administrative Strategies of State and Local Government**

Credits:

3.00

Description:

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

Choose three (3) courses from the list below (9 credits):

- **P.AD-810 Public Sector Admin Law**

Credits:

3.00

Description:

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

- **P.AD-814 Collaborative Public Management**

Credits:

3.00

Description:

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

Type:

MBA Public Management

- **P.AD-818 Public Sector Labor/Management Relations**

Credits:

3.00

Description:

Students examine the major processes of labor management relations: union organizing, elections and certification, negotiation, and contract administration, including the grievance-arbitration process. The class will be applicable to all sectors: private, public, profit, and nonprofit.

Type:

- **P.AD-819 Grant Writing and Management**

Credits:

3.00

Description:

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

Type:

MBA Public Management

- **P.AD-822 Public Management Information Systems**

Credits:

3.00

Description:

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

Type:

MBA Public Management

- **P.AD-827 Financing State & Local Government**

Credits:

3.00

Description:

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

Type:

MBA Public Management

- **P.AD-828 Service Communication**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

- **P.AD-831 Civic Innovation and Citizen Engagement**

Credits:

3.00

Description:

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

- P.AD-838 Ethics in Public Service

Credits:

3.00

Description:

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

Type:

MBA Public Management

- P.AD-839 Leadership and Decision Making in Action

Credits:

3.00

Description:

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

Type:

MBA Public Management

- P.AD-842 Workplace and Labor Law

Credits:

3.00

Description:

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

Type:

MBA Public Management

- **P.AD-850 Alternative Dispute Resolution**

Credits:

3.00

Description:

This course will review all areas of Alternative Dispute Resolution. Mediation, arbitration, negotiation, conciliation, and mini trials will be discussed within the contexts of labor, management and governmental applications as ADR rapidly grows as an option to resolve disputes and manage litigation costs.

Type:

MBA Public Management

Nonprofit Management

This concentration covers the field of public service with special attention given to the additional intricacies of nonprofit management.

Nonprofit Management Required Courses (12 credits):

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are

particular to such organizations.

Type:

MBA Public Management

- **P.AD-847 Nonprofit Financial Management**

Credits:

3.00

Description:

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

Type:

MBA Public Management

- **P.AD-848 Nonprofit Law and Ethics**

Credits:

3.00

Description:

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the internal laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

Type:

- P.AD-849 Revenue Strategies for Non-Profit

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Type:

MBA Public Management

Below are other examples of possible public service career focus areas. Career options are not specialized degrees or concentrations and will not appear on your transcript or diploma.

Government Policy and Leadership Management

Public Budgeting and Financial Management

Law & Public Policy

Public Service Leadership

Policy Analysis and Evaluation

Philanthropy and Media

Public Safety

Information Resource Management

2014-2015 Archived Catalog Information

Master of Public Administration

The MPA Degree, offered by the Institute for Public Service, provides a pragmatic approach to education in public management and service. The program consists of 8 required courses and 6 electives. It emphasizes the development of knowledge and expertise, enabling students to perform managerial and administrative work at all levels of government or public service institutions.

Accreditation

Established in 1974, the Suffolk MPA is one of only five MPA Programs in New England to be fully accredited by the NASPAA Commission on Peer Review and Accreditation. For more information on NASPAA, go to <http://www.naspaa.org>.

Concentrations

MPA students may concentrate in three public service areas: State & Local Government, Community Health, or Nonprofit Management. Working with faculty advisors, students can tailor their elective choices to focus in areas of career choice.

Continuing and Professional Studies Program (CAPS)

The MPA program offers an opportunity for students intending to pursue a graduate degree to take a maximum of two graduate courses (6 credits) before applying for degree status.

- [Curriculum](#)
- [Concentrations](#)
- [Fellowships](#)
- [Waiver/Transfer/Substitution](#)

Presidential Management Fellowship

The Presidential Management Fellows (PMF) Program was established by Executive Order in 1977 to attract to Federal service outstanding men and women from a variety of academic disciplines and career paths who have a clear interest in, and commitment to, excellence in the leadership and management of public policies and programs.

- The PMF Program is a leadership development program that provides opportunities to work with and impact public policy, to receive competitive pay, benefits, and career advancement.
- This is a rigorous two-year paid program that includes 80 hours of training each year, challenging assignments, accelerated promotions, and opportunities to network between agencies.
- Fellows are hired by agencies to work on various domestic and international issues in public administration, science, technology, criminal justice, health, and other fields.

To be considered for PMF, students must apply online at pmf@opm.gov. The Department will be notified regularly regarding who has applied from Suffolk University and will vote to support or not support the application. Nominees go on to compete against students from other schools in a process managed by the U.S. Office of Personnel Management. To be considered for nomination by the Department, students must be in the last year of their studies, have at least a 3.5 cumulative GPA (B+ average) and no incompletes (with the exception of PAD 758/759 or 858/890).

For complete information about the PMF Program, please view their website at <http://www.pmf.opm.gov> or contact Prof. Doug Snow at dsnow@suffolk.edu.

Moakley Fellowship

Washington, D.C., Moakley Fellows' Public Policy and Public Management Internships are in the fine public service tradition of former Massachusetts Congressman and Suffolk alumnus, John Joseph Moakley

- The Moakley Fellows program, jointly cosponsored by the Center for Public Management and the Institute for Public Service, is open to graduate students matriculating in the MPA or MPA joint degree programs.
- A graduate student awarded a Moakley Fellow receives a paid 10-week summer internship totaling \$5,000 in salary and expenses in a key Washington public policy-making office, beginning in June and ending in August (dates may vary according to placement office).
- Moakley Fellows participating in the 2008 program worked: in the office of Congressman Stephen Lynch; on Senator Edward Kennedy's Health Education and Labor (HELP) Committee; at Capitol Associates, a bipartisan health, nonprofit and education government relations firm; and with WolfBlock, a large national lobbying firm.

For more information contact:

Linda Melconian: lmelconi@suffolk.edu or Sandy Matava: mmatava@suffolk.edu

The Suffolk University/Commonwealth of Massachusetts Fellowship

The Suffolk University/Commonwealth of Massachusetts Fellowship provides the means for high performing employees of the Commonwealth to pursue an MPA. In addition to full tuition, the fellowship recipient will receive 100% salary while attending the MPA program and will maintain his or her job on a half-time basis.

An applicant for the fellowship must:

- Occupy a full-time Executive Branch position in an active status, be paid from the AA subsidiary, be classified in a management or professional position or be a Massachusetts State Police Department employee classified as Sergeant or above, and be recommended by the supervisor, appointing authority, and cabinet secretary or division director;

- Be admitted into the MPA Program;
- Possess at least four years of professional work experience in federal, state, municipal or county government in a professional position;
- Possess a strong commitment to continue serving the public interest upon completion of the program;
- Be willing to sign an agreement to continue serving in Massachusetts State Government in the same or higher position for a minimum of two years following graduation or to repay the salary received while attending the program if one defaults on the agreement.

For more information on the Commonwealth Fellowship contact: Deidre Travis Brown (617) 878-9896.

Rappaport Institute Summer Fellowship – Public Service Fellowship Program

The Rappaport Public Service Fellowship program, open to graduate students in policy-related fields at Harvard, Suffolk, BU, and MIT, places 12 students in policy research and management summer positions at state and local offices and agencies in Greater Boston. A \$7,000 stipend enables students to give the public sector a try, and our seminar series and mentoring program place fellows' experiences in a broader context. This also provides another source of advice and support during the fellowship and beyond.

The program is made possible through the generosity of the Jerome Lyle Rappaport Charitable Foundation and is administered at the Rappaport Institute for Greater Boston at Harvard's Kennedy School of Government.

To be eligible, a student must be studying in programs with public policy implications for the Greater Boston metropolitan area or the Commonwealth of Massachusetts. The student also must be continuing their study in the following academic year. The application process consists of a cover letter, resume, statement of interests and writing sample. The application deadline is in mid-to-late January.

For more information, visit the Rappaport website:

<http://www.ksg.harvard.edu/rappaport>

2014-2015 Archived Catalog Information

Master of Public Administration

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Continuing and Professional Studies Program (CAPS)

The MPA program offers an opportunity for students intending to pursue a graduate degree to take a maximum of two graduate courses (6 credits) before applying for degree status.

- [Curriculum](#)
- [Concentrations](#)
- [Fellowships](#)
- [Waiver/Transfer/Substitution](#)

Waivers, Transfer, Substitution Policy

All waivers, transfers and substitutions must be approved in writing by the Institute for Public Service Chairperson. Students must submit official transcripts and may be asked to submit copies of course descriptions and/or syllabi.

Students must have received a grade of “B” or better for a course to be eligible for a waiver, transfer or substitution.

Courses taken more than seven years ago are not eligible for a waiver, transfer or substitution.

Students must complete a minimum of 30 credit hours at Suffolk University in order to receive an MPA degree.

Students in the joint-degree programs are not eligible for waivers or transfers.

Waivers

MPA students may be able to waive up to 12 credits of their program under the following conditions:

Participation in a certificate program offered by Suffolk University’s Moakley Center for Public Management

Suffolk University students who took undergraduate P.AD courses that were cross-listed with graduate level courses

Transfers

Students may transfer 12 credits from a NASPAA accredited university toward their MPA program. These credits may not be part of a completed graduate degree.

Substitutions

Students may waive a core requirement (not credit hours) and take an extra elective if they took graduate courses at another university that meet the objectives of our core requirement.

2014-2015 Archived Catalog Information

MBA North Campus

MBA students can typically complete the entire Suffolk MBA degree at the North Campus, based on a rotating schedule of core and elective courses, within three years. Alternatively, MBA students have five years to complete the degree. Suffolk MBA students have the flexibility to combine taking core or elective courses at the North Campus with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

Curriculum

11 to 19 courses

31 to 55 credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-

hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy.

Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*May be waived with credit.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

MBA Electives (24 Credits)

Must be chosen from courses numbered 800 and above within the Sawyer Business School. One must be in the international business area. Electives may not be waived.

Required MBA Capstone (3 Credits)

• MBA-800 Strategic Management

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA North Campus

MBA students can typically complete the entire Suffolk MBA degree at the North Campus, based on a rotating schedule of core and elective courses, within three years. Alternatively, MBA students have five years to complete the degree. Suffolk MBA students have the flexibility to combine taking core or elective courses at the North Campus with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

Only one concentration is allowed. To ensure breadth in management skills, a maximum of two electives in any area outside the concentration are permitted. A maximum of 6 credits total between HLTH and PAD are allowed in the MBA. Within an international business concentration, a maximum of 6 credits in MKIB are allowed and a maximum of 6 credits in FNIB are allowed. A concentration is not required.

Four electives in one functional area comprise a concentration. MBA Electives must be taken within the Sawyer Business School and be 800 or above.

There are no concentrations offered at the North Campus. North Campus MBA students may need to combine electives offered at the North Campus, Boston, and online to complete their degree and concentration requirements. Students who declare a concentration must fill out a Declaration of Concentration form. Before declaring a concentration, students should meet with the advisor in the MBA Programs Office. The concentration shows up on the student's transcript, not the diploma.

2014-2015 Archived Catalog Information

MBA North Campus

MBA students can typically complete the entire Suffolk MBA degree at the North Campus, based on a rotating schedule of core and elective courses, within three years. Alternatively, MBA students have five years to complete the degree. Suffolk MBA students have the flexibility to combine taking core or elective courses at the North Campus with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

MBA Electives

Customize your MBA to your career goals with the electives you choose. The Suffolk MBA offers electives across a variety of functional areas. Electives must be taken within the Sawyer Business School and be 800 or above. One must be in the international business area.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics
- Healthcare Administration
- Information Systems
- International Business
- Marketing
- Organizational Behavior
- Public Administration and Nonprofit
- Strategic Management
- Taxation

*A limited but diverse selection of electives are offered at our [North Campus](#) location and online. All Suffolk MBAs have the option of enrolling in Suffolk MBA classes at all of our locations and online, thereby adding flexibility to their scheduling and increasing their course selection menu. Elective options will vary within any given semester.

Accounting

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-803 Advanced Financial Accounting**

Prerequisites:

ACCT 801;

Credits:

3.00

Description:

Builds on all previous courses in the ACCT 800-series. Focuses on accounting for business combinations/consolidations and partnerships.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-805 Auditing and Assurance Services

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-806 Fraud Examination**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-865 Accounting Information Systems

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-871 Not-For-Profit Accounting and Control

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

- **ACCT-910 Directed Individual Study in Accounting**

Prerequisites:

Instructor's approval

Credits:

3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Business Law and Ethics

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt

Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **BLLS-910 Directed Individual Study**

Credits:

3.00

Description:

Provides student with a self-initiated directed study project. Student and faculty advisor must concur on a written proposal and final report. Project must be approved by the dean of graduate programs prior to registration.

Type:

MBA Business Law & Ethics

Entrepreneurship

- **MGES-800 Business Startups**

Credits:

3.00

Description:

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a go or no go decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and

growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

Type:

MBA Entrepreneurship

- **MGES-802 Corporate Entrepreneurship**

Credits:

3.00

Description:

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

Type:

MBA Entrepreneurship, MBA Strategic Management

- **MGES-810 Social Entrepreneurship**

Credits:

3.00

Description:

Social entrepreneurship is about applying innovative financial and operational solutions to ameliorating intractable social problems such as health care, education, poverty, climate change and human rights. This course will not only introduce you to the issues and challenges faced by social

entrepreneurs the world over, but will also focus on the various business models adopted by social enterprises. The class will be case-based (2 books) with two short exams, one additional book to read, and an out of class project (individual or group--your choice).

Type:

MBA Entrepreneurship

- **MGES-826 Writing the Business Plan**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Create a viable business plan that will determine the potential of your opportunity to your audience of management, employees, investors, financial institutions, and other potential stakeholders. In this course, you will explore your opportunity deeper in order to prepare and defend a business plan that addresses the opportunity and its effect on a startup or existing organization, all leading to risk-reward analyses that will determine the amount of capital/funding you will need and how you will finance your opportunity.

Type:

MBA Entrepreneurship

- **MGES-844 Problem Solving for Small Businesses**

Credits:

3.00

Description:

Small businesses are confronted with situations that may have a profound impact on the success and failure of the entity. Too often, small business founders and owners do not have the macro-level understanding of the effect of their decision making process, and that of their management team and employees. Today, small business comprise more than half of all employment and are the growth engine of the next economy. In this case-driven course, you will understand the various aspects of business with a focus on established small businesses and the associated challenges of success

and failure. This course will cover the challenges associated with startups, growing and turnaround situations. You will learn how to identify problems and develop solutions that confront small businesses through case analysis, presentation, and assessment where you will have the opportunity to analyze a situation as manager, owner, investor, or other stakeholders.

Type:

MBA Entrepreneurship

- **MGES-848 Green and Sustainable Business**

Credits:

3.00

Description:

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the greening of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

Type:

MBA Entrepreneurship

- **MGES-890 E-Project Practicum**

Credits:

3.00

Description:

This advanced course is held in an experiential setting to help entrepreneurial-minded students, managers, etc. develop and practice their business skills working with real startups or small business under pro bono consulting arrangements. This course will be under the supervision of a faculty

member, coach and advisor. Students will learn to assess client situations, develop alternatives and identify and defend solutions, at times within the client organization. This course is offered as a joint practicum with Suffolk Law School or as an independent study.

Type:

MBA Entrepreneurship

Finance and Managerial Economics

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• FIN-887 Fundamental Equity Analysis

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

• FIN-910 Directed Individual Study

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

- **FNIB-840 Global Capital Markets and Risk Management**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

Healthcare Administration

- **HLTH-700 Introduction to Healthcare Programs and Profession**

Prerequisites:

MHA students only

Credits:

1.00

Description:

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

Type:

MBA Health

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

- **HLTH-702 Health Economics**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

Type:

MBA Health

- **HLTH-807 Innovation: The Future of Healthcare**

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. In fact, innovation in healthcare will be a constant into the distant future. The outcomes of healthcare innovation will evolve over time, as will the processes through which innovation is developed and then adopted by healthcare providers and consumers. For these reasons, every healthcare leader and manager must understand the causes and effects of innovation as well as how to successfully initiate and manage innovation. The primary purpose of this course is to build students' skills as both thinkers and doers, helping them to better anticipate, work with, and lead innovation in healthcare. The course covers innovation in the organization and delivery of healthcare services as well as in the development and use of pharmaceuticals, biotechnology, and medical devices. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation. Those players include university researchers, medical products and technology companies, healthcare professionals and delivery organizations, and government agencies. The course also examines selected current healthcare innovations and trends as well as innovations that are expected in the future. This will enable students to become better futurists who can anticipate innovation and its implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

Type:

MBA Health

• HLTH-808 Managing Healthcare Organizations

Credits:

3.00

Description:

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

Type:

MBA Health

- **HLTH-812 Applied Research Methods for Healthcare Management**

Credits:

3.00

Description:

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

Type:

MBA Health

- **HLTH-815 Ambulatory and Primary Care**

Prerequisites:

HLTH 701

Credits:

3.00

Description:

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services (APC) toward achieving the Triple Aim of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

Type:

- **HLTH-816 Healthcare Human Resources Management**

Prerequisites:

TAKE HLTH 701

Credits:

3.00

Description:

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

- **HLTH-824 Healthcare Accounting**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

Type:

MBA Health

- **HLTH-825 Legal Environment of Healthcare**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

Type:

MBA Health

- **HLTH-826 Healthcare Financial Management**

Prerequisites:

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

Credits:

1.50

Description:

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

Type:

MBA Health

- **HLTH-827 Advanced Healthcare Financial Management**

Prerequisites:

Take HLTH-701 HLTH-824 HLTH-826;

Credits:

3.00

Description:

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

Type:

MBA Health

- **HLTH-828 Population Health**

Prerequisites:

HLTH 701;

Credits:

1.50

Description:

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

Type:

MBA Health

• HLTH-831 Healthcare Performance Improvement and Patient Safety

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Type:

MBA Health

• HLTH-832 Health Policy

Credits:

3.00

Description:

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

Type:

MBA Health

- **HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations**

Prerequisites:

Take HLTH-701 AND HLTH-831;

Credits:

3.00

Description:

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1.Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2.Classify medical error and identify means to reduce risk and/or take effective corrective action. 3.Explore sense-making and its applicability to transformational change in healthcare quality. 4.Identify leadership strategies for establishing an organization-wide culture of safety. 5.Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6.Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7.Apply reliability principles to performance improvement in complex systems. 8.Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

Type:

MBA Health

- **HLTH-835 Healthcare Marketing and Communication**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

Type:

MBA Health

• HLTH-836 Advanced Healthcare Marketing and Communication

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

The success of any healthcare organization depends, in large part, on its ability to communicate persuasively, efficiently and in many different ways with key internal and external constituencies. The core course, HLTH 835, introduces and explores the changing healthcare environment and the implications for healthcare marketing and communications, how to understand consumers, the marketing process and marketing mix, and how to control and monitor marketing performance. This advanced course emphasizes strategic and tactical approaches and guides students in deepening both their understanding of healthcare marketing and their skills around market analysis, marketing planning, and the promotion of healthcare services and products. This is a course for students who want to use their critical thinking skills and creativity to analyze key aspects of current reality for healthcare organizations, identify opportunities for future growth and market advantage, and develop imaginative and bold plans for achieving desired results. Key topics include: 1.Strategy development and the strategic mind-set. 2.The critical role of market-based strategy development and marketing plans in healthcare. 3.Engaging in the key steps of marketing strategy development. 4.Predicting the future of health needs and healthcare delivery, and identifying essential changes in philosophies and approaches to healthcare marketing and communication. This course will combine theory and practice, giving students the opportunity to apply their learning by developing marketing plans and promotional campaigns.

Type:

MBA Health

- **HLTH-838 Organizational Change in Healthcare**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

Type:

MBA Health

- **HLTH-840 Global Health Needs & Organizations**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

Reviews global health needs, including those related to infectious and chronic diseases, injuries, behavioral health, women, children, and families, and complex emergencies such as natural disasters and war. Case studies stimulate discussion of ways to address these needs. Student papers identify needs and evaluate healthcare organization and financing in selected countries.

Type:

MBA International Business, MBA Health

- **HLTH-841 Global Health Policy**

Prerequisites:

Take HLTH-701 and HLTH-840;

Credits:

1.50

Description:

Builds on HLTH 840 with a review of global health systems and organizations. In class and student issue papers, the course covers critical health-related policy issues such as world trade, poverty, population growth, the nutritional crisis, the water wars, and environmental issues/global climate change. The course closes by examining the challenges of how to prioritize scarce resources and mobilize together to save civilization.

Type:

MBA International Business, MBA Health

- **HLTH-850 Health Information Systems**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

Type:

MBA Health

- **HLTH-860 Leadership and Ethics in Healthcare Organizations**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

Type:

MBA Health

- **HLTH-880 Directed Individual Study**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

Type:

MBA Health

• HLTH-885 Healthcare Internship

Prerequisites:

Take HLTH-701;

Credits:

0.00- 3.00

Description:

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 300 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

Type:

MBA Health

• HLTH-890 Healthcare Strategic Management

Prerequisites:

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

Credits:

3.00

Description:

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest. Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

Type:

MBA Health

*HLTH 830 requires permission from instructor

Information Systems

- **ISOM-813 Business Systems Analysis**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course covers the concepts, techniques and tools used in the analysis, design and implementation of information systems to analyze and solve business problems. Fundamental information systems concepts, a systems life cycle approach and various systems analysis tools are used to design a solution which may include the development of transactional and business intelligence systems. A variety of tools will be used including lectures, cases, assignments and a project involving the design, analysis and prototyping of an information system. From the initial project scope and definition of system requirements, database schema, application architecture and GUI, the student uses industry standard templates to prepare a real life case study. Additionally, the course focuses upon using Object Oriented analysis and design techniques including the UML.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-815 Data Management and Big Data**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course provides an understanding of the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. It prepares students for today's big data revolution. Specifically, students will learn how data management techniques can address an organization's information management problems at both operational and strategic levels. The process of preparing quality data through the creation of information that is used for business intelligence will be covered through exercises and cases. Techniques for data modeling, data visualization, database design, and data retrieval will be emphasized. Students will learn how to design and model databases using the entity relationship modeling and normalization, and retrieve data from a database using SQL, an industry standard, and other current data management tools (e.g., Microsoft Access). Database management systems and big data techniques will be used, and applied to business problems. Students will complete a series of business-oriented hands-on exercises, prepare cases to understand the business case for effective data management and big data, and complete projects on database design and big data for business intelligence.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-824 E-Commerce Web Design**

Prerequisites:

MBA-670

Credits:

3.00

Description:

E-commerce Web Design introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites using Wix.com and Microsoft's Expression Web software. Topics will include website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, and animation. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.

Term:

Alternates Fall & Spring

Type:

MBA Info Systems & Operation

• **ISOM-826 E-Commerce Strategy**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course introduces the various technologies associated with electronic commerce. Provides an understanding on how organizations utilize these technologies for the fulfillment of goals and to provide a competitive advantage. Focuses on the business implications and impact of Internet technologies, ensuring an appropriate fit between an organization's goals and its use of this technology, and strategies for leveraging E-Commerce.

Term:

Alternates Fall & Spring

Type:

- **ISOM-840 Security and Privacy**

Prerequisites:

MBA-670

Credits:

3.00

Description:

Students are introduced to the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

Term:

Offered Fall Term

- **ISOM-851 Supply Chain Management**

Credits:

3.00

Description:

A supply chain is the network of organizations that collaborate to transform materials, and distribute final products to customers. No company can do better than its supply chain. If designed and managed properly, supply chains are a crucial source of competitive advantage for both manufacturing and service organizations. Effective management of supply chains is a tremendous challenge for most firms which, paradoxically, can also be a great opportunity. Supply chain improvement and innovation have become even more pressing with shrinking product life cycles, expanding product and service variety, and intensifying market competition. For managers in operations and marketing, this course introduces the fundamental principles and techniques for effective management of supply chains. For managers in accounting and finance, this course presents methodologies for assessing supply chain impacts on firms' performance.

Term:

Offered Fall Term

- **ISOM-861 Project Management**

Credits:

3.00

Description:

The course will cover the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help you understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-910 Directed Individual Study**

Prerequisites:

Instructor Permission

Credits:

3.00

Description:

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and

grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

Term:

Alternates Fall & Spring

Type:

MBA Info Systems & Operation

International Business

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

• FNIB-835 Global Investment Analysis and Derivatives

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency

risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

- **FNIB-840 Global Capital Markets and Risk Management**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

- **MGES-906 Global Innovation & New Product Development in Virtual Team**

Credits:

3.00

Description:

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using virtual team and connectivity techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

Type:

MBA Entrepreneurship, MBA International Business

- **MGIB-835 International Strategy**

Prerequisites:

MBA 780

Credits:

3.00

Description:

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

Term:

Offered Fall Term

Type:

MBA International Business, MBA Strategic Management

- **MGIB-837 Strategic Context of International Business**

Prerequisites:

MBA-700 OR MBA-780

Credits:

3.00

Description:

Business firms around the world regularly engage in strategic interactions with stakeholders and particularly with governments. These interactions allow firms not only to manage risks from adverse policies and stakeholder positions, but also to shape governmental behavior and relations with other stakeholders to enhance the creation and capture of value. At the same time, the complexity of the nonmarket environment and controversies regarding the ethics of firm behavior in this space has limited attention to this crucial element of strategy. This course will provide a framework for the analysis of the nonmarket environment across countries and the development of integrated strategies combining market and nonmarket action, from the perspective of multinational firms.

Term:

Offered Spring Term

Type:

MBA International Business, MBA Strategic Management

• MGIB-850 Global Travel Seminar

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

MBA Marketing, MBA International Business

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine

how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in

consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKIB-824 Global Marketing Consulting**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course offers global consulting experience with international corporate partners. Teams of Suffolk Business students work on strategic consulting projects that feature global marketing challenges (e.g., market entry decisions, consumer research, distribution channel analysis and other marketing strategy issues). At the end of the semester, students will finalize the projects and report to the business clients.

Type:

MBA Marketing

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

Marketing

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **MKT-820 Sales Management**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

Type:

MBA Marketing

- **MKT-823 Retailing Strategy**

Prerequisites:

MBA-660

Credits:

3.00

Description:

While the course focuses on the retail industry, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest. Specific student learning outcomes are to develop an understanding of: - The contribution of retailers to the product value chain. - Consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services. - Corporate objectives, competitor analysis, and competitive strategy - The traditional bases for segmentation and how segmentation can inform retail strategy. - How retailers differentiate their offering as an element in their corporate strategy. - Factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs. - How retailer's communicate with their customers. - Tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering

Type:

MBA Marketing

• MKT-842 New Product Development

Prerequisites:

MBA-660;

Credits:

3.00

Description:

The objective of this course is to familiarize students with new product techniques that are commonly used in the consumer product and service industries. The focus will be on the marketing function's input to the new product process during the pre-launch and launch stages. The course will cover a wide range of issues such as market definition, concept generation and evaluation, product design, product positioning, test marketing, and product launch and tracking. The course will be based on lectures, case discussions, and project assignments. The lectures will provide an overview and cover issues included in the assigned readings. It is essential that you are familiar with the readings before every class. The case discussion (student participation is vital here) will provide an application setting to test the concepts learned in the lectures. The project assignments are designed to give you hands-on experience with new product development tools and techniques.

Type:

MBA Marketing

- **MKT-844 The Business of Digital Media**

Prerequisites:

TAKE MBA-660;

Credits:

3.00

Description:

Social media are establishing themselves as a legitimate part of the marketing strategy of firms. They offer businesses new opportunities for injecting brands in consumers' lives, engaging customers in value co-creation and dissemination, building brands, and fostering community. At the same time they offer consumers new platforms to assert themselves against companies and brands. How do firms manage in this fast evolving, technology enhanced, networked environment? In this course we will focus on five issues: The transformation of markets (TV, Music); new models for framing marketing practices on social media (Inbound marketing, hybrid promotion); social media strategy for implementing marketing programs including segmentation, targeting, consumer engagement, and branding; metrics for measuring social media ROI; and the strategies for maintaining and ceding control. Naturally, student projects and assignments will use social media tools including blogs and wikis.

Type:

MBA Marketing

- **MKT-855 Digital Marketing Challenges**

Prerequisites:

MBA 660

Credits:

3.00

Description:

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle

consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges through a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

- **MKT-910 Directed Study in Marketing**

Prerequisites:

MBA 660

Credits:

3.00- 3.50

Description:

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Marketing

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKIB-824 Global Marketing Consulting**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course offers global consulting experience with international corporate partners. Teams of Suffolk Business students work on strategic consulting projects that feature global marketing challenges (e.g., market entry decisions, consumer research, distribution channel analysis and other marketing

strategy issues). At the end of the semester, students will finalize the projects and report to the business clients.

Type:

MBA Marketing

- **MKT-910 Directed Study in Marketing**

Prerequisites:

MBA 660

Credits:

3.00- 3.50

Description:

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Marketing

- **MKT-920 Marketing Internship**

Prerequisites:

Requires completion of MBA core courses and instructor's approval

Credits:

3.00

Description:

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid semester progress report, a final report and/or presentation.

Type:

MBA Marketing

Organizational Behavior

- **MGOB-810 Emotional Intelligence**

Credits:

3.00

Description:

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-820 Career Strategy**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

Students explore the nature of careers in the new economy. They learn how individual career strategy relates to the business strategy and competitiveness of employer firms. They also investigate possibilities for inter-firm career mobility and how individual enterprise, learning, and networking can influence industrial and economic prosperity.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-822 Developing Innovation Skills**

Credits:

3.00

Description:

This highly interactive and experiential course will help you to develop your creative skills for business and life success. Corporate leaders consider creativity to be an essential skill for the twenty-first century workforce. However, according to a recent Conference Board study, college graduates lack the creativity and innovation skills needed to succeed in the workplace. The Council on Competitiveness warns that companies that do not embrace innovation (and creativity) as a core business value will fall to global competition. We will discuss profoundly important meaning of life issues that will serve to clarify your thinking and help you align your values and belief-systems with what you do on a daily basis at work and throughout your life. A substantial body of evidence indicates that people tend to be more creative when working on projects that interest them, and most creative when passionately immersed in their endeavors. We will focus on enhancing creativity in the workplace to achieve defined organizational needs, to add economic value to the organization; and to create social value as well. We will also focus on helping you to understand and apply a wide array of creative processes and tools to develop your creative competencies and skills. We will use breakout groups, role plays, experiential exercises, and discussions to facilitate your learning. Since we assume that your life is a work of art and you are the artist, this is an invitation to you to explore and define what you want to create in your life.

Type:

MBA Organizational Behavior

- **MGOB-825 Human Resource Management**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-841 Managing Workplace Diversity**

Credits:

3.00

Description:

The purpose of this course is to teach specific skills and behaviors needed to manage in the multicultural workforce of the 2000s and beyond. The topics covered will include: (1) the definition and importance of valuing diversity; (2) the changing composition of the workforce; (3) differences between equal employment opportunity, affirmative action, and managing diversity; (4) cultural awareness sensitivity; (5) management strategies for dealing with workforce changes; and (6) international as well as domestic cultural differences. The issues are demonstrated through a series of exercises, videos, and cases.

Type:

MBA Organizational Behavior

- **MGOB-850 Management Consulting**

Prerequisites:

MBA-610 OR MBA-710

Credits:

3.00

Description:

In recent years, the practice of management consulting has been expanding because of the growing complexity and specialization of management problems. Whether internal or external, the consultant serves a valuable role by facilitating organization advancement and renewal in addition to providing a detached perspective to the complex problems that face organizations. This course has a dual focus, examining the ways the prospective consultant can develop successful client relationships and develop his or her intervention skills, and the ways organizations can optimize the use of management consultants.

Type:

MBA Organizational Behavior, MBA Strategic Management, MBA Entrepreneurship

- **MGOB-855 Conflict & Negotiation**

Credits:

3.00

Description:

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-860 Leadership and Team Building**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

This course takes multiple approaches to the exploration of leadership. Emphasis is put on individual self-awareness as a critical precursor to leadership success. A wide range of activities, exercises, cases, and simulations are used to develop understanding of the dynamics of leadership. Team building, both as an activity and a topic for study, is used as the model to develop, practice, and improve individual leadership skills.

Type:

MBA Organizational Behavior

- **MGOB-865 Leading Change**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

In this applied and experiential course, students will learn how to lead change efforts by collaborating with a community organization to address a change dilemma(s) they face. To do this, we will explore the defining conceptual frameworks of change management. We will examine the dynamics of envisioning change, assessing the need for change, developing intervention strategies, implementation considerations, understanding and managing resistance, and assessing the impact of change on the organization, its members, and other key stakeholders. In addition, students will learn, apply, and receive constructive feedback on their application of the methods and technologies used in the practice of leading change agents through service learning in community organizations. They will frame organizational issues and identify how to enter into, diagnose, and intervene in dynamic organizational settings.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-866 Managing Failure for Success**

Credits:

3.00

Description:

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting upon their understanding, on the other hand, to detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.

Type:

- **MGOB-910 Independent Directed Study**

Credits:

3.00

Description:

Independent study in Organizational Behavior

Type:

MBA Organizational Behavior

Public Administration including Nonprofit Management

- **P.AD-810 Public Sector Admin Law**

Credits:

3.00

Description:

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

- **P.AD-811 Politics of Federal Bureaucracy**

Credits:

3.00

Description:

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial

functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

Type:

MBA Public Management

- **P.AD-813 Administrative Strategies of Local Government**

Credits:

3.00

Description:

This course will explore the decision-making processes, strategies and administrative/managerial practices of local governments through the use of case studies, lectures and readings. Using case study discussions as our primary learning tool, students will explore myriad local government challenges facing municipal managers, and engage in a decision and problem-solving process to reach the best possible outcomes. Cases usually depict real events and allow participants to experience the complexities, ambiguities and uncertainties confronted by the case actors. Moreover, cases illustrate the application and limitations of concepts and theories by placing problems within a complex environment. Students in this course should have a basic understanding of the fundamentals of public administration, such as those taught in P.AD 711.

Type:

MBA Public Management

- **P.AD-814 Collaborative Public Management**

Credits:

3.00

Description:

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

Type:

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-816 Seminar in Public Policy: Intersecting Issues in Public Safety and Public Administration**

Credits:

3.00

Description:

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

Type:

MBA Public Management

- **P.AD-817 Administrative Strategies of State and Local Government**

Credits:

3.00

Description:

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

- **P.AD-818 Public Sector Labor/Management Relations**

Credits:

3.00

Description:

Students examine the major processes of labor management relations: union organizing, elections and certification, negotiation, and contract administration, including the grievance-arbitration process. The class will be applicable to all sectors: private, public, profit, and nonprofit.

Type:

MBA Public Management

- **P.AD-819 Grant Writing and Management**

Credits:

3.00

Description:

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

Type:

- **P.AD-822 Public Management Information Systems**

Credits:

3.00

Description:

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

Type:

MBA Public Management

- **P.AD-823 The U.S. Health System**

Credits:

3.00

Description:

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

Type:

MBA Public Management

- **P.AD-827 Financing State & Local Government**

Credits:

3.00

Description:

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

Type:

MBA Public Management

• P.AD-828 Service Communication

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

• P.AD-829 Environmental Policy & Administration

Credits:

3.00

Description:

Analysis of the formulation and implementation of environmental protection and energy policies. Discussion of the economic, political, and health-related consequences stemming from attempts to achieve a workable balance between energy sufficiency and environmental protection.

Type:

MBA Public Management

- **P.AD-830 Public Liaison Strategies**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.

Type:

MBA Public Management

- **P.AD-831 Civic Innovation and Citizen Engagement**

Credits:

3.00

Description:

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

- **P.AD-832 Health Policy**

Credits:

3.00

Description:

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

Type:

MBA Public Management

- **P.AD-834 Disability & Public Policy**

Credits:

3.00

Description:

This course reviews the history of the disability rights movements, disability laws, and court decisions including housing, employment, and transportation. Recreation/sports issues and the basics of universal design are also covered.

Type:

MBA Public Management

- **P.AD-835 Non-Profit Marketing and Communications**

Credits:

3.00

Description:

Students analyze the theory and practice of nonprofit services marketing in relation to administration in the multiple nonprofit business sectors, including the health care industry. Students examine nonprofit market economics, competition, product differentiation, market research, and innovative nonprofit products and services.

Type:

MBA Public Management

- **P.AD-838 Ethics in Public Service**

Credits:

3.00

Description:

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

Type:

MBA Public Management

- **P.AD-839 Leadership and Decision Making in Action**

Credits:

3.00

Description:

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

Type:

MBA Public Management

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

- **P.AD-842 Workplace and Labor Law**

Credits:

3.00

Description:

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

Type:

MBA Public Management

- **P.AD-845 Entrepreneurial Non-Profit**

Credits:

3.00

Description:

This course will focus on organizational survival and enhancement achieved through leadership, planning, risk management and enterprise. Entrepreneurship and mission-achievement will be linked conceptually and applied functionally via the design, preparation and presentation of a start-up Business Plan using conventional materials and specifically designed computer software within the context of a specific real world non-profit organization.

Type:

- **P.AD-848 Nonprofit Law and Ethics**

Credits:

3.00

Description:

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the internal laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

Type:

MBA Public Management

- **P.AD-849 Revenue Strategies for Non-Profit**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Type:

MBA Public Management

- **P.AD-850 Alternative Dispute Resolution**

Credits:

3.00

Description:

This course will review all areas of Alternative Dispute Resolution. Mediation, arbitration, negotiation, conciliation, and mini trials will be discussed within the contexts of labor, management and governmental applications as ADR rapidly grows as an option to resolve disputes and manage litigation costs.

Type:

MBA Public Management

- **P.AD-855 Civic Innovation and Effective Governance**

Credits:

3.00

Description:

Students in this course will examine a variety of civic innovations that attempt to reap the benefits of citizen and public engagement by bringing together diverse parties across a variety of policy areas to forge new solutions.

Type:

MBA Public Management

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical

action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

- **P.AD-900 Special Topics**

Credits:

3.00

Description:

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

Type:

MBA Public Management

- **P.AD-910 Individual Study in Public Service**

Credits:

1.00- 6.00

Description:

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

Type:

MBA Public Management

- **MGSM-830 Technology Strategy**

Credits:

3.00

Description:

This course provides a plethora of analytical tools and strategy frameworks and applications thereof for managing high-technology businesses. You will find the contents of this course to be extremely useful whether your need is to know how to apply technology strategy in your day to day work in consulting, big tech-firms, or new ventures; or whether you work in a non-technology-centric industry such as retail/banking/government, but interface with e-business/IT/Internet marketing groups and realize that technology remains one of the biggest influences on management of your organization. The tools and frameworks learned in this course will also assist you if you decide to delve into technology entrepreneurship in high-tech/biotech/clean-tech industries. In particular, these tools and frameworks will help you in insightful strategic planning while deciding which technologies to invest in and which to avoid, how to structure those investments and how to anticipate and respond to the behavior of competitors, suppliers, and customers. You will also learn to recognize the interactions between competition, patterns of technological and market change, and the structure and development of organizational capabilities. An expertise in crafting and repeatedly applying these tools and frameworks will help you lead your organization/firm/business unit in development of the needed technology/product/solutions strategies as a meaningful and integral part of its business strategy. Businesses that will survive and thrive in today's Global Village will do well to recognize that customer markets, labor markets, supply markets, and capital markets are becoming more and more global, dynamic, competitive. As a business and technology leader in your firm, should you out-source, dual source, or have flexible labor contracts? When should you file for patents and when should you keep your trade a secret? As product innovation and rapid technological change gives way to maturing technol

Term:

Offered Fall Term

- **MGSM-833 Corporate Innovation**

Credits:

3.00

Description:

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

Term:

Offered Both Fall and Spring

Type:

MBA Strategic Management

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

FIN-750 OR MBA-750 OR MBA-650

Credits:

3.00

Description:

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

Term:

Offered Spring Term

Type:

MBA Strategic Management

- **MGT-910 Directed Study in Management**

Credits:

3.00

Description:

A student proposes a directed study project, usually for three credit hours and to be completed in one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Strategic Management

• MGT-920 Management Internship

Prerequisites:

MBA 600 or MBA 700 and all core MBA courses

Credits:

3.00

Description:

A semester long management internship in a company, non-profit organization or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. A final written report and presentation is mandatory. Completion of the first year of the MBA program and/or good academic standing and permission of the instructor or the Dean's Office.

Type:

MBA Strategic Management

Taxation

• TAX-801 Issues in Federal Taxation I

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how

tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

• **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

MBA North Campus

MBA students can typically complete the entire Suffolk MBA degree at the North Campus, based on a rotating schedule of core and elective courses, within three years. Alternatively, MBA students have five years to complete the degree. Suffolk MBA students have the flexibility to combine taking core or elective courses at the North Campus with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses on campus (Boston or North Campus) or online to help meet degree completion goals.

Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA Online

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students.

Students in the Suffolk MBA Online Program earn the same AACSB—accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses. Those completing their entire degree online receive the same diploma as those completing the degree on campus.

Campus students have the option of taking some of their courses online. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Fully online students have the option of taking some of their courses on campus in Boston, or at the North Campus. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

Curriculum

11 to 19 courses

31 to 55 credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*May be waived with credit.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

MBA Electives (24 Credits)

Must be chosen from courses numbered 800 and above within the Sawyer Business School. One must be in the international business area. Electives may not be waived.

Required MBA Capstone (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA Online

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students.

Students in the Suffolk MBA Online Program earn the same AACSB—accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses. Those completing their entire degree online receive the same diploma as those completing the degree on campus.

Campus students have the option of taking some of their courses online. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Fully online students have the option of taking some of their courses on campus in Boston, or at the North Campus. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

Only one concentration is allowed. To ensure breadth in management skills, a maximum of two electives in any area outside the concentration are permitted. Within an international business concentration, a maximum of 6 credits in MKIB are allowed and a maximum of 6 credits in FNIB are allowed. A concentration is not required.

Four electives in one functional area comprise a concentration. MBA Electives must be taken within the Sawyer Business School and be 800 or above.

Students who declare a concentration must fill out a Declaration of Concentration form. Before declaring a concentration students should meet with the advisor in the MBA Programs Office. The concentration shows up on the student's transcript, not the diploma.

Accounting Concentration

Must complete four courses (12 Credits)

- ACCT-801 Graduate Financial Accounting II

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

Entrepreneurship Concentration

Must complete four courses (12 Credits)

- **MGES-800 Business Startups**

Credits:

3.00

Description:

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to

a go or no go decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

Type:

MBA Entrepreneurship

- **MGES-802 Corporate Entrepreneurship**

Credits:

3.00

Description:

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

Type:

MBA Entrepreneurship, MBA Strategic Management

- **MGES-826 Writing the Business Plan**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Create a viable business plan that will determine the potential of your opportunity to your audience of management, employees, investors, financial institutions, and other potential stakeholders. In this course, you will explore your opportunity deeper in order to prepare and defend a business plan that addresses the opportunity and its effect on a startup or existing organization, all leading to risk-reward analyses that will determine the amount of capital/funding you will need and how you will finance your opportunity.

Type:

MBA Entrepreneurship

• MGES-842 Global Innovation & New Product Development in Virtual Team

Credits:

3.00

Description:

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using virtual team and connectivity techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

Type:

MBA Entrepreneurship, MBA International Business

• MGES-844 Problem Solving for Small Businesses

Credits:

3.00

Description:

Small businesses are confronted with situations that may have a profound impact on the success and failure of the entity. Too often, small business founders and owners do not have the macro-level understanding of the effect of their decision making process, and that of their management team and employees. Today, small business comprise more than half of all employment and are the growth engine of the next economy. In this case-driven

course, you will understand the various aspects of business with a focus on established small businesses and the associated challenges of success and failure. This course will cover the challenges associated with startups, growing and turnaround situations. You will learn how to identify problems and develop solutions that confront small businesses through case analysis, presentation, and assessment where you will have the opportunity to analyze a situation as manager, owner, investor, or other stakeholders.

Type:

MBA Entrepreneurship

- **MGES-848 Green and Sustainable Business**

Credits:

3.00

Description:

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the greening of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

Type:

MBA Entrepreneurship

Finance Concentration

Must complete all four courses (12 Credits)

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

International Business Concentration

Must complete four courses (12 Credits)

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

• FNIB-825 Multinational Financial Management

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

• MGES-842 Global Innovation & New Product Development in Virtual Team

Credits:

3.00

Description:

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using virtual team and connectivity techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

Type:

MBA Entrepreneurship, MBA International Business

- **MGIB-835 International Strategy**

Prerequisites:

MBA 780

Credits:

3.00

Description:

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

Term:

Offered Fall Term

Type:

MBA International Business, MBA Strategic Management

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

Marketing Concentration

Must complete all four courses (12 Credits)

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **MKT-820 Sales Management**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

Type:

MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

Strategic Management Concentration

Must complete four courses (12 Credits)

- **MGES-802 Corporate Entrepreneurship**

Credits:

3.00

Description:

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

Type:

MBA Entrepreneurship, MBA Strategic Management

- **MGSM-833 Corporate Innovation**

Credits:

3.00

Description:

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

Term:

Offered Both Fall and Spring

Type:

MBA Strategic Management

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

FIN-750 OR MBA-750 OR MBA-650

Credits:

3.00

Description:

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

Term:

Offered Spring Term

Type:

MBA Strategic Management

• MGIB-835 International Strategy

Prerequisites:

MBA 780

Credits:

3.00

Description:

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

Term:

Offered Fall Term

Type:

MBA International Business, MBA Strategic Management

2014-2015 Archived Catalog Information

MBA Online

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students.

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Campus students have the option of taking some of their courses online. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Fully online students have the option of taking some of their courses on campus in Boston, or at the North Campus. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

- [Curriculum](#)
- [Concentrations](#)
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Online MBA Electives

Customize your Online MBA to your career goals with the electives you choose. The Suffolk Online MBA offers electives across a variety of functional areas. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance
- International Business
- Marketing
- Organizational Behavior

- Strategic Management
- Taxation

Elective Courses

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy

and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **MGES-800 Business Startups**

Credits:

3.00

Description:

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a go or no go decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

Type:

MBA Entrepreneurship

- **MGES-802 Corporate Entrepreneurship**

Credits:

3.00

Description:

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

Type:

MBA Entrepreneurship, MBA Strategic Management

- **MGES-826 Writing the Business Plan**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Create a viable business plan that will determine the potential of your opportunity to your audience of management, employees, investors, financial institutions, and other potential stakeholders. In this course, you will explore your opportunity deeper in order to prepare and defend a business plan that addresses the opportunity and its effect on a startup or existing organization, all leading to risk-reward analyses that will determine the amount of capital/funding you will need and how you will finance your opportunity.

Type:

MBA Entrepreneurship

- **MGES-842 Global Innovation & New Product Development in Virtual Team**

Credits:

3.00

Description:

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using virtual team and connectivity techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

Type:

- **MGES-844 Problem Solving for Small Businesses**

Credits:

3.00

Description:

Small businesses are confronted with situations that may have a profound impact on the success and failure of the entity. Too often, small business founders and owners do not have the macro-level understanding of the effect of their decision making process, and that of their management team and employees. Today, small business comprise more than half of all employment and are the growth engine of the next economy. In this case-driven course, you will understand the various aspects of business with a focus on established small businesses and the associated challenges of success and failure. This course will cover the challenges associated with startups, growing and turnaround situations. You will learn how to identify problems and develop solutions that confront small businesses through case analysis, presentation, and assessment where you will have the opportunity to analyze a situation as manager, owner, investor, or other stakeholders.

Type:

MBA Entrepreneurship

- **MGES-848 Green and Sustainable Business**

Credits:

3.00

Description:

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the greening of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

Type:

MBA Entrepreneurship

- **MGIB-835 International Strategy**

Prerequisites:

MBA 780

Credits:

3.00

Description:

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

Term:

Offered Fall Term

Type:

MBA International Business, MBA Strategic Management

- **MGOB-820 Career Strategy**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

Students explore the nature of careers in the new economy. They learn how individual career strategy relates to the business strategy and competitiveness of employer firms. They also investigate possibilities for inter-firm career mobility and how individual enterprise, learning, and

networking can influence industrial and economic prosperity.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-825 Human Resource Management**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGSM-833 Corporate Innovation**

Credits:

3.00

Description:

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

Term:

Offered Both Fall and Spring

Type:

MBA Strategic Management

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

FIN-750 OR MBA-750 OR MBA-650

Credits:

3.00

Description:

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

Term:

Offered Spring Term

Type:

MBA Strategic Management

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

• MKT-820 Sales Management

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

Type:

MBA Marketing

• TAX-801 Issues in Federal Taxation I

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

MBA Online

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students.

Students in the Suffolk MBA Online Program earn the same AACSB—accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses. Those completing their entire degree online receive the same diploma as those completing the degree on campus.

Campus students have the option of taking some of their courses online. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Fully online students have the option of taking some of their courses on campus in Boston, or at the North Campus. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

- [Curriculum](#)
- [Concentrations](#)
- [Electives](#)
- [Advising](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses on campus (Boston or North Campus) or online to help meet degree completion goals.

Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format and online.

Based on a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 12 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.

- [Curriculum](#)
- [Electives](#)
- [Concentrations](#)
- [Advising](#)
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Curriculum

11 to 19 courses

31 to 55 credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*May be waived with credit.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

MBA Electives (24 Credits)

Must be chosen from courses numbered 800 and above within the Sawyer Business School. One must be in the international business area. Electives may not be waived.

Required MBA Capstone (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format and online.

Based on a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 12 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.

- [Curriculum](#)
- [Electives](#)
- [Concentrations](#)
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MBA Electives

Customize your MBA to your career goals with the electives you choose. The Suffolk MBA offers electives across a variety of functional areas. Electives must be taken within the Sawyer Business School and be 800 or above. One must be in the international business area.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics
- Healthcare Administration
- Information Systems
- International Business
- Marketing
- Organizational Behavior

- Public Administration and Nonprofit
- Strategic Management
- Taxation

*A limited but diverse selection of electives are offered at our [North Campus](#) location and online. All Suffolk MBAs have the option of enrolling in Suffolk MBA classes at all of our locations and online, thereby adding flexibility to their scheduling and increasing their course selection menu. Elective options will vary within any given semester.

Accounting

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-803 Advanced Financial Accounting**

Prerequisites:

ACCT 801;

Credits:

3.00

Description:

Builds on all previous courses in the ACCT 800-series. Focuses on accounting for business combinations/consolidations and partnerships.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-806 Fraud Examination**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-865 Accounting Information Systems

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-871 Not-For-Profit Accounting and Control**

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **ACCT-910 Directed Individual Study in Accounting**

Prerequisites:

Instructor's approval

Credits:

3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Business Law and Ethics

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **BLLS-910 Directed Individual Study**

Credits:

3.00

Description:

Provides student with a self-initiated directed study project. Student and faculty advisor must concur on a written proposal and final report. Project must be approved by the dean of graduate programs prior to registration.

Type:

MBA Business Law & Ethics

Entrepreneurship

- **MGES-800 Business Startups**

Credits:

3.00

Description:

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a go or no go decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

Type:

MBA Entrepreneurship

• MGES-802 Corporate Entrepreneurship

Credits:

3.00

Description:

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple external collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

Type:

MBA Entrepreneurship, MBA Strategic Management

• MGES-810 Social Entrepreneurship

Credits:

3.00

Description:

Social entrepreneurship is about applying innovative financial and operational solutions to ameliorating intractable social problems such as health care, education, poverty, climate change and human rights. This course will not only introduce you to the issues and challenges faced by social entrepreneurs the world over, but will also focus on the various business models adopted by social enterprises. The class will be case-based (2 books) with two short exams, one additional book to read, and an out of class project (individual or group--your choice).

Type:

MBA Entrepreneurship

• MGES-826 Writing the Business Plan

Prerequisites:

MBA 650

Credits:

3.00

Description:

Create a viable business plan that will determine the potential of your opportunity to your audience of management, employees, investors, financial institutions, and other potential stakeholders. In this course, you will explore your opportunity deeper in order to prepare and defend a business plan that addresses the opportunity and its effect on a startup or existing organization, all leading to risk-reward analyses that will determine the amount of capital/funding you will need and how you will finance your opportunity.

Type:

MBA Entrepreneurship

• MGES-844 Problem Solving for Small Businesses

Credits:

3.00

Description:

Small businesses are confronted with situations that may have a profound impact on the success and failure of the entity. Too often, small business founders and owners do not have the macro-level understanding of the effect of their decision making process, and that of their management team and employees. Today, small business comprise more than half of all employment and are the growth engine of the next economy. In this case-driven course, you will understand the various aspects of business with a focus on established small businesses and the associated challenges of success and failure. This course will cover the challenges associated with startups, growing and turnaround situations. You will learn how to identify problems and develop solutions that confront small businesses through case analysis, presentation, and assessment where you will have the opportunity to analyze a situation as manager, owner, investor, or other stakeholders.

Type:

MBA Entrepreneurship

- **MGES-848 Green and Sustainable Business**

Credits:

3.00

Description:

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the greening of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

Type:

MBA Entrepreneurship

- **MGES-890 E-Project Practicum**

Credits:

3.00

Description:

This advanced course is held in an experiential setting to help entrepreneurial-minded students, managers, etc. develop and practice their business skills working with real startups or small business under pro bono consulting arrangements. This course will be under the supervision of a faculty member, coach and advisor. Students will learn to assess client situations, develop alternatives and identify and defend solutions, at times within the client organization. This course is offered as a joint practicum with Suffolk Law School or as an independent study.

Type:

MBA Entrepreneurship

Finance and Managerial Economics

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

• FIN-805 Capital Management

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

- **FNIB-840 Global Capital Markets and Risk Management**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

Healthcare Administration

- **HLTH-700 Introduction to Healthcare Programs and Profession**

Prerequisites:

MHA students only

Credits:

1.00

Description:

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

Type:

MBA Health

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

- **HLTH-702 Health Economics**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

Type:

MBA Health

- **HLTH-807 Innovation: The Future of Healthcare**

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. In fact, innovation in healthcare will be a constant into the distant future. The outcomes of healthcare innovation will evolve over time, as will the processes through which innovation is developed and then adopted by healthcare providers and consumers. For these reasons, every healthcare leader and manager must understand the causes and effects of innovation as well as how to successfully initiate and manage innovation. The primary purpose of this course is to build students' skills as both thinkers and doers, helping them to better anticipate, work with, and lead innovation in healthcare. The course covers innovation in the organization and delivery of healthcare services as well as in the development and use of pharmaceuticals, biotechnology, and medical devices. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation. Those players include university researchers, medical products and technology companies, healthcare professionals and delivery organizations, and government agencies. The course also examines selected current healthcare innovations and trends as well as innovations that are expected in the future. This will enable students to become better futurists who can anticipate innovation and its implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

Type:

MBA Health

• HLTH-808 Managing Healthcare Organizations

Credits:

3.00

Description:

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

Type:

MBA Health

- **HLTH-812 Applied Research Methods for Healthcare Management**

Credits:

3.00

Description:

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

Type:

MBA Health

- **HLTH-815 Ambulatory and Primary Care**

Prerequisites:

HLTH 701

Credits:

3.00

Description:

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services (APC) toward achieving the Triple Aim of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

Type:

- **HLTH-816 Healthcare Human Resources Management**

Prerequisites:

TAKE HLTH 701

Credits:

3.00

Description:

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

- **HLTH-824 Healthcare Accounting**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

Type:

MBA Health

- **HLTH-825 Legal Environment of Healthcare**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

Type:

MBA Health

- **HLTH-826 Healthcare Financial Management**

Prerequisites:

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

Credits:

1.50

Description:

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

Type:

MBA Health

- **HLTH-827 Advanced Healthcare Financial Management**

Prerequisites:

Take HLTH-701 HLTH-824 HLTH-826;

Credits:

3.00

Description:

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

Type:

MBA Health

- **HLTH-828 Population Health**

Prerequisites:

HLTH 701;

Credits:

1.50

Description:

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

Type:

MBA Health

• HLTH-831 Healthcare Performance Improvement and Patient Safety

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Type:

MBA Health

• HLTH-832 Health Policy

Credits:

3.00

Description:

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

Type:

MBA Health

- **HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations**

Prerequisites:

Take HLTH-701 AND HLTH-831;

Credits:

3.00

Description:

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1.Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2.Classify medical error and identify means to reduce risk and/or take effective corrective action. 3.Explore sense-making and its applicability to transformational change in healthcare quality. 4.Identify leadership strategies for establishing an organization-wide culture of safety. 5.Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6.Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7.Apply reliability principles to performance improvement in complex systems. 8.Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

Type:

MBA Health

- **HLTH-835 Healthcare Marketing and Communication**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

Type:

MBA Health

• HLTH-836 Advanced Healthcare Marketing and Communication

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

The success of any healthcare organization depends, in large part, on its ability to communicate persuasively, efficiently and in many different ways with key internal and external constituencies. The core course, HLTH 835, introduces and explores the changing healthcare environment and the implications for healthcare marketing and communications, how to understand consumers, the marketing process and marketing mix, and how to control and monitor marketing performance. This advanced course emphasizes strategic and tactical approaches and guides students in deepening both their understanding of healthcare marketing and their skills around market analysis, marketing planning, and the promotion of healthcare services and products. This is a course for students who want to use their critical thinking skills and creativity to analyze key aspects of current reality for healthcare organizations, identify opportunities for future growth and market advantage, and develop imaginative and bold plans for achieving desired results. Key topics include: 1.Strategy development and the strategic mind-set. 2.The critical role of market-based strategy development and marketing plans in healthcare. 3.Engaging in the key steps of marketing strategy development. 4.Predicting the future of health needs and healthcare delivery, and identifying essential changes in philosophies and approaches to healthcare marketing and communication. This course will combine theory and practice, giving students the opportunity to apply their learning by developing marketing plans and promotional campaigns.

Type:

MBA Health

- **HLTH-838 Organizational Change in Healthcare**

Prerequisites:

Take HLTH-701;

Credits:

1.50

Description:

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

Type:

MBA Health

- **HLTH-840 Global Health Needs & Organizations**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

Reviews global health needs, including those related to infectious and chronic diseases, injuries, behavioral health, women, children, and families, and complex emergencies such as natural disasters and war. Case studies stimulate discussion of ways to address these needs. Student papers identify needs and evaluate healthcare organization and financing in selected countries.

Type:

MBA International Business, MBA Health

- **HLTH-841 Global Health Policy**

Prerequisites:

Take HLTH-701 and HLTH-840;

Credits:

1.50

Description:

Builds on HLTH 840 with a review of global health systems and organizations. In class and student issue papers, the course covers critical health-related policy issues such as world trade, poverty, population growth, the nutritional crisis, the water wars, and environmental issues/global climate change. The course closes by examining the challenges of how to prioritize scarce resources and mobilize together to save civilization.

Type:

MBA International Business, MBA Health

- **HLTH-850 Health Information Systems**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

Type:

MBA Health

- **HLTH-860 Leadership and Ethics in Healthcare Organizations**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

Type:

MBA Health

- **HLTH-880 Directed Individual Study**

Prerequisites:

Take HLTH-701;

Credits:

3.00

Description:

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

Type:

MBA Health

• HLTH-885 Healthcare Internship

Prerequisites:

Take HLTH-701;

Credits:

0.00- 3.00

Description:

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 300 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

Type:

MBA Health

• HLTH-890 Healthcare Strategic Management

Prerequisites:

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

Credits:

3.00

Description:

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest. Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

Type:

MBA Health

*HLTH 830 requires permission from instructor

Information Systems

- **ISOM-813 Business Systems Analysis**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course covers the concepts, techniques and tools used in the analysis, design and implementation of information systems to analyze and solve business problems. Fundamental information systems concepts, a systems life cycle approach and various systems analysis tools are used to design a solution which may include the development of transactional and business intelligence systems. A variety of tools will be used including lectures, cases, assignments and a project involving the design, analysis and prototyping of an information system. From the initial project scope and definition of system requirements, database schema, application architecture and GUI, the student uses industry standard templates to prepare a real life case study. Additionally, the course focuses upon using Object Oriented analysis and design techniques including the UML.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-815 Data Management and Big Data**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course provides an understanding of the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. It prepares students for today's big data revolution. Specifically, students will learn how data management techniques can address an organization's information management problems at both operational and strategic levels. The process of preparing quality data through the creation of information that is used for business intelligence will be covered through exercises and cases. Techniques for data modeling, data visualization, database design, and data retrieval will be emphasized. Students will learn how to design and model databases using the entity relationship modeling and normalization, and retrieve data from a database using SQL, an industry standard, and other current data management tools (e.g., Microsoft Access). Database management systems and big data techniques will be used, and applied to business problems. Students will complete a series of business-oriented hands-on exercises, prepare cases to understand the business case for effective data management and big data, and complete projects on database design and big data for business intelligence.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-824 E-Commerce Web Design**

Prerequisites:

MBA-670

Credits:

3.00

Description:

E-commerce Web Design introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites using Wix.com and Microsoft's Expression Web software. Topics will include website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, and animation. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.

Term:

Alternates Fall & Spring

Type:

MBA Info Systems & Operation

- **ISOM-826 E-Commerce Strategy**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course introduces the various technologies associated with electronic commerce. Provides an understanding on how organizations utilize these technologies for the fulfillment of goals and to provide a competitive advantage. Focuses on the business implications and impact of Internet technologies, ensuring an appropriate fit between an organization's goals and its use of this technology, and strategies for leveraging E-Commerce.

Term:

Alternates Fall & Spring

Type:

- **ISOM-840 Security and Privacy**

Prerequisites:

MBA-670

Credits:

3.00

Description:

Students are introduced to the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

Term:

Offered Fall Term

- **ISOM-851 Supply Chain Management**

Credits:

3.00

Description:

A supply chain is the network of organizations that collaborate to transform materials, and distribute final products to customers. No company can do better than its supply chain. If designed and managed properly, supply chains are a crucial source of competitive advantage for both manufacturing and service organizations. Effective management of supply chains is a tremendous challenge for most firms which, paradoxically, can also be a great opportunity. Supply chain improvement and innovation have become even more pressing with shrinking product life cycles, expanding product and service variety, and intensifying market competition. For managers in operations and marketing, this course introduces the fundamental principles and techniques for effective management of supply chains. For managers in accounting and finance, this course presents methodologies for assessing supply chain impacts on firms' performance.

Term:

Offered Fall Term

- **ISOM-861 Project Management**

Credits:

3.00

Description:

The course will cover the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help you understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

- **ISOM-910 Directed Individual Study**

Prerequisites:

Instructor Permission

Credits:

3.00

Description:

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and

grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

Term:

Alternates Fall & Spring

Type:

MBA Info Systems & Operation

International Business

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **BLLS-830 Managing in the International Legal Environment**

Prerequisites:

MBA 680 or MBA 730

Credits:

3.00

Description:

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Business Law & Ethics

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **FNIB-830 Valuation and Capital Budgeting In a Global Environment**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course will provide students with the necessary tools, techniques, and models to address capital budgeting problems in finance. Capital budgeting is about finding or creating and analyzing long-term investment projects. Students will be exposed to different project valuation models that are used by financial managers to make effective value-maximizing decisions in a rapidly changing global environment. Teaching is oriented towards case studies and discussion of readings. Case studies should enable students to apply various capital budgeting techniques in a global setting and readings should provide students with understanding of those techniques and current developments in the related areas. The emphasis is on global issues: international asset pricing & CAPM, international cost of capital, global risk in international capital budgeting such as political risk and currency exchange risk, and real options embedded in international investment. The course is designed to help corporate leaders make intelligent decisions on their international investment.

Term:

Offered Spring Term

Type:

MBA Finance, MBA International Business

• FNIB-835 Global Investment Analysis and Derivatives

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency

risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

- **FNIB-840 Global Capital Markets and Risk Management**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.

Term:

Offered Fall Term

Type:

MBA Finance, MBA International Business

- **MGES-906 Global Innovation & New Product Development in Virtual Team**

Credits:

3.00

Description:

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using virtual team and connectivity techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

Type:

MBA Entrepreneurship, MBA International Business

- **MGIB-835 International Strategy**

Prerequisites:

MBA 780

Credits:

3.00

Description:

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

Term:

Offered Fall Term

Type:

MBA International Business, MBA Strategic Management

- **MGIB-837 Strategic Context of International Business**

Prerequisites:

MBA-700 OR MBA-780

Credits:

3.00

Description:

Business firms around the world regularly engage in strategic interactions with stakeholders and particularly with governments. These interactions allow firms not only to manage risks from adverse policies and stakeholder positions, but also to shape governmental behavior and relations with other stakeholders to enhance the creation and capture of value. At the same time, the complexity of the nonmarket environment and controversies regarding the ethics of firm behavior in this space has limited attention to this crucial element of strategy. This course will provide a framework for the analysis of the nonmarket environment across countries and the development of integrated strategies combining market and nonmarket action, from the perspective of multinational firms.

Term:

Offered Spring Term

Type:

MBA International Business, MBA Strategic Management

• MGIB-850 Global Travel Seminar

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

MBA Marketing, MBA International Business

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine

how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in

consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKIB-824 Global Marketing Consulting**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course offers global consulting experience with international corporate partners. Teams of Suffolk Business students work on strategic consulting projects that feature global marketing challenges (e.g., market entry decisions, consumer research, distribution channel analysis and other marketing strategy issues). At the end of the semester, students will finalize the projects and report to the business clients.

Type:

MBA Marketing

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

Marketing

- **MKT-810 Marketing Research for Managers**

Prerequisites:

MGQM W700 or MBA 620; and MBA 660

Credits:

3.00

Description:

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

Type:

MBA Marketing

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **MKT-820 Sales Management**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

Type:

MBA Marketing

- **MKT-823 Retailing Strategy**

Prerequisites:

MBA-660

Credits:

3.00

Description:

While the course focuses on the retail industry, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest. Specific student learning outcomes are to develop an understanding of: - The contribution of retailers to the product value chain. - Consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services. - Corporate objectives, competitor analysis, and competitive strategy - The traditional bases for segmentation and how segmentation can inform retail strategy. - How retailers differentiate their offering as an element in their corporate strategy. - Factors affecting strategic decisions involving investments in locations, supply chain and information systems, and customer retention programs. - How retailer's communicate with their customers. - Tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering

Type:

MBA Marketing

• MKT-842 New Product Development

Prerequisites:

MBA-660;

Credits:

3.00

Description:

The objective of this course is to familiarize students with new product techniques that are commonly used in the consumer product and service industries. The focus will be on the marketing function's input to the new product process during the pre-launch and launch stages. The course will cover a wide range of issues such as market definition, concept generation and evaluation, product design, product positioning, test marketing, and product launch and tracking. The course will be based on lectures, case discussions, and project assignments. The lectures will provide an overview and cover issues included in the assigned readings. It is essential that you are familiar with the readings before every class. The case discussion (student participation is vital here) will provide an application setting to test the concepts learned in the lectures. The project assignments are designed to give you hands-on experience with new product development tools and techniques.

Type:

MBA Marketing

- **MKT-844 The Business of Digital Media**

Prerequisites:

TAKE MBA-660;

Credits:

3.00

Description:

Social media are establishing themselves as a legitimate part of the marketing strategy of firms. They offer businesses new opportunities for injecting brands in consumers' lives, engaging customers in value co-creation and dissemination, building brands, and fostering community. At the same time they offer consumers new platforms to assert themselves against companies and brands. How do firms manage in this fast evolving, technology enhanced, networked environment? In this course we will focus on five issues: The transformation of markets (TV, Music); new models for framing marketing practices on social media (Inbound marketing, hybrid promotion); social media strategy for implementing marketing programs including segmentation, targeting, consumer engagement, and branding; metrics for measuring social media ROI; and the strategies for maintaining and ceding control. Naturally, student projects and assignments will use social media tools including blogs and wikis.

Type:

MBA Marketing

- **MKT-855 Digital Marketing Challenges**

Prerequisites:

MBA 660

Credits:

3.00

Description:

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle

consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges through a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

- **MKT-910 Directed Study in Marketing**

Prerequisites:

MBA 660

Credits:

3.00- 3.50

Description:

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Marketing

- **MKIB-812 Global Branding and Communication Strategies**

Prerequisites:

Take MBA 660;

Credits:

3.00

Description:

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

Type:

- **MKIB-816 Managing Relationships in the Global Supply Chain**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course will examine the theories and practices used to plan, organize, and control global supply chains. The approach will go beyond viewing exchange relationships from a strictly physical sense (movement of goods and services) to focus on the interaction between trading partners with different cultures and how firms are using channel strategies to gain a competitive advantage globally. Specifically, this course will explore the role that channel members play as intermediaries between the production and consumption sectors of the economy. This course will explore how channels of distribution have evolved and identify challenges that channel members will face in the globalized 21st century. Subsequently, this course will examine how channel members develop global strategies to attract consumers and also how consumers develop strategies to acquire goods and services from channel members.

Type:

MBA International Business, MBA Marketing

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660 formerly MBA 710

Credits:

3.00

Description:

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

Type:

MBA International Business, MBA Marketing

- **MKIB-819 Global Perspectives in Consumer Marketing**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

Type:

MBA International Business, MBA Marketing

- **MKIB-824 Global Marketing Consulting**

Prerequisites:

Take MBA-660;

Credits:

3.00

Description:

This course offers global consulting experience with international corporate partners. Teams of Suffolk Business students work on strategic consulting projects that feature global marketing challenges (e.g., market entry decisions, consumer research, distribution channel analysis and other marketing

strategy issues). At the end of the semester, students will finalize the projects and report to the business clients.

Type:

MBA Marketing

- **MKT-910 Directed Study in Marketing**

Prerequisites:

MBA 660

Credits:

3.00- 3.50

Description:

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Marketing

- **MKT-920 Marketing Internship**

Prerequisites:

Requires completion of MBA core courses and instructor's approval

Credits:

3.00

Description:

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid semester progress report, a final report and/or presentation.

Type:

MBA Marketing

Organizational Behavior

- **MGOB-810 Emotional Intelligence**

Credits:

3.00

Description:

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-820 Career Strategy**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

Students explore the nature of careers in the new economy. They learn how individual career strategy relates to the business strategy and competitiveness of employer firms. They also investigate possibilities for inter-firm career mobility and how individual enterprise, learning, and networking can influence industrial and economic prosperity.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-822 Developing Innovation Skills**

Credits:

3.00

Description:

This highly interactive and experiential course will help you to develop your creative skills for business and life success. Corporate leaders consider creativity to be an essential skill for the twenty-first century workforce. However, according to a recent Conference Board study, college graduates lack the creativity and innovation skills needed to succeed in the workplace. The Council on Competitiveness warns that companies that do not embrace innovation (and creativity) as a core business value will fall to global competition. We will discuss profoundly important meaning of life issues that will serve to clarify your thinking and help you align your values and belief-systems with what you do on a daily basis at work and throughout your life. A substantial body of evidence indicates that people tend to be more creative when working on projects that interest them, and most creative when passionately immersed in their endeavors. We will focus on enhancing creativity in the workplace to achieve defined organizational needs, to add economic value to the organization; and to create social value as well. We will also focus on helping you to understand and apply a wide array of creative processes and tools to develop your creative competencies and skills. We will use breakout groups, role plays, experiential exercises, and discussions to facilitate your learning. Since we assume that your life is a work of art and you are the artist, this is an invitation to you to explore and define what you want to create in your life.

Type:

MBA Organizational Behavior

- **MGOB-825 Human Resource Management**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-841 Managing Workplace Diversity**

Credits:

3.00

Description:

The purpose of this course is to teach specific skills and behaviors needed to manage in the multicultural workforce of the 2000s and beyond. The topics covered will include: (1) the definition and importance of valuing diversity; (2) the changing composition of the workforce; (3) differences between equal employment opportunity, affirmative action, and managing diversity; (4) cultural awareness sensitivity; (5) management strategies for dealing with workforce changes; and (6) international as well as domestic cultural differences. The issues are demonstrated through a series of exercises, videos, and cases.

Type:

MBA Organizational Behavior

- **MGOB-850 Management Consulting**

Prerequisites:

MBA-610 OR MBA-710

Credits:

3.00

Description:

In recent years, the practice of management consulting has been expanding because of the growing complexity and specialization of management problems. Whether internal or external, the consultant serves a valuable role by facilitating organization advancement and renewal in addition to providing a detached perspective to the complex problems that face organizations. This course has a dual focus, examining the ways the prospective consultant can develop successful client relationships and develop his or her intervention skills, and the ways organizations can optimize the use of management consultants.

Type:

MBA Organizational Behavior, MBA Strategic Management, MBA Entrepreneurship

- **MGOB-855 Conflict & Negotiation**

Credits:

3.00

Description:

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-860 Leadership and Team Building**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

This course takes multiple approaches to the exploration of leadership. Emphasis is put on individual self-awareness as a critical precursor to leadership success. A wide range of activities, exercises, cases, and simulations are used to develop understanding of the dynamics of leadership. Team building, both as an activity and a topic for study, is used as the model to develop, practice, and improve individual leadership skills.

Type:

MBA Organizational Behavior

- **MGOB-865 Leading Change**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

In this applied and experiential course, students will learn how to lead change efforts by collaborating with a community organization to address a change dilemma(s) they face. To do this, we will explore the defining conceptual frameworks of change management. We will examine the dynamics of envisioning change, assessing the need for change, developing intervention strategies, implementation considerations, understanding and managing resistance, and assessing the impact of change on the organization, its members, and other key stakeholders. In addition, students will learn, apply, and receive constructive feedback on their application of the methods and technologies used in the practice of leading change agents through service learning in community organizations. They will frame organizational issues and identify how to enter into, diagnose, and intervene in dynamic organizational settings.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

- **MGOB-866 Managing Failure for Success**

Credits:

3.00

Description:

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting upon their understanding, on the other hand, to detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.

Type:

- **MGOB-910 Independent Directed Study**

Credits:

3.00

Description:

Independent study in Organizational Behavior

Type:

MBA Organizational Behavior

Public Administration including Nonprofit Management

- **P.AD-810 Public Sector Admin Law**

Credits:

3.00

Description:

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

- **P.AD-811 Politics of Federal Bureaucracy**

Credits:

3.00

Description:

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial

functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

Type:

MBA Public Management

- **P.AD-813 Administrative Strategies of Local Government**

Credits:

3.00

Description:

This course will explore the decision-making processes, strategies and administrative/managerial practices of local governments through the use of case studies, lectures and readings. Using case study discussions as our primary learning tool, students will explore myriad local government challenges facing municipal managers, and engage in a decision and problem-solving process to reach the best possible outcomes. Cases usually depict real events and allow participants to experience the complexities, ambiguities and uncertainties confronted by the case actors. Moreover, cases illustrate the application and limitations of concepts and theories by placing problems within a complex environment. Students in this course should have a basic understanding of the fundamentals of public administration, such as those taught in P.AD 711.

Type:

MBA Public Management

- **P.AD-814 Collaborative Public Management**

Credits:

3.00

Description:

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

Type:

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-816 Seminar in Public Policy: Intersecting Issues in Public Safety and Public Administration**

Credits:

3.00

Description:

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

Type:

MBA Public Management

- **P.AD-817 Administrative Strategies of State and Local Government**

Credits:

3.00

Description:

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

- **P.AD-818 Public Sector Labor/Management Relations**

Credits:

3.00

Description:

Students examine the major processes of labor management relations: union organizing, elections and certification, negotiation, and contract administration, including the grievance-arbitration process. The class will be applicable to all sectors: private, public, profit, and nonprofit.

Type:

MBA Public Management

- **P.AD-819 Grant Writing and Management**

Credits:

3.00

Description:

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

Type:

- **P.AD-822 Public Management Information Systems**

Credits:

3.00

Description:

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

Type:

MBA Public Management

- **P.AD-823 The U.S. Health System**

Credits:

3.00

Description:

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

Type:

MBA Public Management

- **P.AD-827 Financing State & Local Government**

Credits:

3.00

Description:

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

Type:

MBA Public Management

• P.AD-828 Service Communication

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

• P.AD-829 Environmental Policy & Administration

Credits:

3.00

Description:

Analysis of the formulation and implementation of environmental protection and energy policies. Discussion of the economic, political, and health-related consequences stemming from attempts to achieve a workable balance between energy sufficiency and environmental protection.

Type:

MBA Public Management

- **P.AD-830 Public Liaison Strategies**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.

Type:

MBA Public Management

- **P.AD-831 Civic Innovation and Citizen Engagement**

Credits:

3.00

Description:

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

- **P.AD-832 Health Policy**

Credits:

3.00

Description:

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

Type:

MBA Public Management

- **P.AD-834 Disability & Public Policy**

Credits:

3.00

Description:

This course reviews the history of the disability rights movements, disability laws, and court decisions including housing, employment, and transportation. Recreation/sports issues and the basics of universal design are also covered.

Type:

MBA Public Management

- **P.AD-835 Non-Profit Marketing and Communications**

Credits:

3.00

Description:

Students analyze the theory and practice of nonprofit services marketing in relation to administration in the multiple nonprofit business sectors, including the health care industry. Students examine nonprofit market economics, competition, product differentiation, market research, and innovative nonprofit products and services.

Type:

MBA Public Management

- **P.AD-838 Ethics in Public Service**

Credits:

3.00

Description:

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

Type:

MBA Public Management

- **P.AD-839 Leadership and Decision Making in Action**

Credits:

3.00

Description:

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

Type:

MBA Public Management

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

- **P.AD-842 Workplace and Labor Law**

Credits:

3.00

Description:

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

Type:

MBA Public Management

- **P.AD-845 Entrepreneurial Non-Profit**

Credits:

3.00

Description:

This course will focus on organizational survival and enhancement achieved through leadership, planning, risk management and enterprise. Entrepreneurship and mission-achievement will be linked conceptually and applied functionally via the design, preparation and presentation of a start-up Business Plan using conventional materials and specifically designed computer software within the context of a specific real world non-profit organization.

Type:

- **P.AD-848 Nonprofit Law and Ethics**

Credits:

3.00

Description:

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the internal laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

Type:

MBA Public Management

- **P.AD-849 Revenue Strategies for Non-Profit**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Type:

MBA Public Management

- **P.AD-850 Alternative Dispute Resolution**

Credits:

3.00

Description:

This course will review all areas of Alternative Dispute Resolution. Mediation, arbitration, negotiation, conciliation, and mini trials will be discussed within the contexts of labor, management and governmental applications as ADR rapidly grows as an option to resolve disputes and manage litigation costs.

Type:

MBA Public Management

- **P.AD-855 Civic Innovation and Effective Governance**

Credits:

3.00

Description:

Students in this course will examine a variety of civic innovations that attempt to reap the benefits of citizen and public engagement by bringing together diverse parties across a variety of policy areas to forge new solutions.

Type:

MBA Public Management

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical

action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

- **P.AD-900 Special Topics**

Credits:

3.00

Description:

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

Type:

MBA Public Management

- **P.AD-910 Individual Study in Public Service**

Credits:

1.00- 6.00

Description:

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

Type:

MBA Public Management

- **MGSM-830 Technology Strategy**

Credits:

3.00

Description:

This course provides a plethora of analytical tools and strategy frameworks and applications thereof for managing high-technology businesses. You will find the contents of this course to be extremely useful whether your need is to know how to apply technology strategy in your day to day work in consulting, big tech-firms, or new ventures; or whether you work in a non-technology-centric industry such as retail/banking/government, but interface with e-business/IT/Internet marketing groups and realize that technology remains one of the biggest influences on management of your organization. The tools and frameworks learned in this course will also assist you if you decide to delve into technology entrepreneurship in high-tech/biotech/clean-tech industries. In particular, these tools and frameworks will help you in insightful strategic planning while deciding which technologies to invest in and which to avoid, how to structure those investments and how to anticipate and respond to the behavior of competitors, suppliers, and customers. You will also learn to recognize the interactions between competition, patterns of technological and market change, and the structure and development of organizational capabilities. An expertise in crafting and repeatedly applying these tools and frameworks will help you lead your organization/firm/business unit in development of the needed technology/product/solutions strategies as a meaningful and integral part of its business strategy. Businesses that will survive and thrive in today's Global Village will do well to recognize that customer markets, labor markets, supply markets, and capital markets are becoming more and more global, dynamic, competitive. As a business and technology leader in your firm, should you out-source, dual source, or have flexible labor contracts? When should you file for patents and when should you keep your trade a secret? As product innovation and rapid technological change gives way to maturing technol

Term:

Offered Fall Term

- **MGSM-833 Corporate Innovation**

Credits:

3.00

Description:

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

Term:

Offered Both Fall and Spring

Type:

MBA Strategic Management

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

FIN-750 OR MBA-750 OR MBA-650

Credits:

3.00

Description:

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

Term:

Offered Spring Term

Type:

MBA Strategic Management

- **MGT-910 Directed Study in Management**

Credits:

3.00

Description:

A student proposes a directed study project, usually for three credit hours and to be completed in one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

Type:

MBA Strategic Management

• MGT-920 Management Internship

Prerequisites:

MBA 600 or MBA 700 and all core MBA courses

Credits:

3.00

Description:

A semester long management internship in a company, non-profit organization or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. A final written report and presentation is mandatory. Completion of the first year of the MBA program and/or good academic standing and permission of the instructor or the Dean's Office.

Type:

MBA Strategic Management

Taxation

• TAX-801 Issues in Federal Taxation I

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how

tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

• **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

MBA

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format and online.

Based on a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 12 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.

- [Curriculum](#)
- [Electives](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Only one concentration is allowed. To ensure breadth in management skills, a maximum of two electives in any area outside the concentration are permitted. A maximum of 6 credits total between HLTH and PAD are allowed in the MBA. Within an international business concentration, a maximum of 6 credits in MKIB are allowed and a maximum of 6 credits in FNIB are allowed. A concentration is not required.

Four electives in one functional area comprise a concentration. Electives must be taken within the Sawyer Business School and be 800 or above.

Boston campus concentration options include: accounting, business intelligence, entrepreneurship, finance, healthcare administration, international business, marketing, nonprofit, organizational behavior, strategic management, supply chain management, or taxation.

MBA Online concentration options (can be completed fully online) include: accounting, entrepreneurship, finance, international business, marketing, and strategic management.

MBA students can typically complete the entire Suffolk MBA degree at the North Campus, based on a rotating schedule of core and elective courses, within three years. Alternatively, MBA students have five years to complete the degree. Suffolk MBA students have the flexibility to combine taking core or elective courses at the North Campus with courses offered in Boston or online to help meet degree completion goals.

Students who declare a concentration must fill out a Declaration of Concentration form. Before declaring a concentration students should meet with the advisor in the MBA Programs Office. The concentration shows up on the student's transcript not the diploma.

Explore the full range of [MBA concentrations](#).

2014-2015 Archived Catalog Information

MBA

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format and online.

Based on a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 12 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.

- [Curriculum](#)
- [Electives](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses on campus (Boston or North Campus) or online to help meet degree completion goals.

Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format and online.

Based on a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 12 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.

- [Curriculum](#)
- [Electives](#)
- [Concentrations](#)
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- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation (“B” or better).

All waiver requests are evaluated upon a student’s acceptance into the MBA Program and are waived during the student’s first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to ensure completion of the Suffolk MBA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

Regardless of proficiency exams and waiver or transfer credits, all students must complete a minimum of 31 credits (10 courses and the one-credit SBS 600 Effective Career Planning course) in the Sawyer Business School to earn the Suffolk MBA. Global MBAs must earn at least 33 credits within the Sawyer Business School. In some instances, students may have to substitute Sawyer Business School electives for waived core courses.

Transfer credits from the Moakley Center for Public Management's certificate programs to the MBA

Students who have completed a certificate program through the Suffolk University Moakley Center for Public Management may transfer a maximum of 12 elective credits to the MBA or the MBA/Nonprofit elective portion of the MBA degree. Graduate course transfers may be considered for students who completed a P.AD 800 level graduate course equivalent, receiving a B or better within 5 years prior of entering the MBA program. Applicants must successfully complete the certificate prior to enrolling in the MBA and cannot be enrolled in two programs at the same time. Applicants must also meet MBA admission standards. All transfers are reviewed on a case by case basis by the MBA Programs Office.

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MS in Accounting

The Master of Science in Accounting (MSA) Program prepares students for successful professional careers in accounting in several contexts: public accounting; forensic accounting/fraud examination; corporate, not-for-profit and governmental financial planning; accounting and control; and management consulting. The program also prepares students who plan to pursue careers in teaching and research for entry to doctoral programs in accounting.

The MSA provides concepts, technical knowledge, and skills for immediate effectiveness. It also establishes the basis for continual lifetime learning and development to meet future challenges as careers evolve. The subject matter in all the MSA courses is presented in a strategic framework, with a view to preparing graduates to function effectively as advisors to, or members of, senior management teams. The MSA program, supplemented by intensive exam preparation through self-study or a review course, provides the foundation for successful completion of the Uniform CPA Examination.

- [MSA Curriculum](#)
- [Tracks](#)
- [Advising](#)
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MSA Curriculum

11-19 Courses

31-55 Credits

Program Length

10-22 months of full-time study

20-36 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Management Preparation Courses (18 credits)

May be waived with credit

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Accounting Preparation Courses (6 credits)

May be waived with credit

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Accounting Core Courses (12 credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students

learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*ACCT-865 may be waived and an elective substituted.

Electives (9 credits)

Review elective tracks or choose any 800-level courses offered in the Sawyer Business School.

Integrative Global Courses and Capstone

Courses should be taken as late in the program as possible

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and

Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Or

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

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MS in Accounting

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- [MSA Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA Elective Tracks

The MS in Accounting Program has devised five different elective "tracks" to help you customize your degree to meet your career goals. You can follow one of the tracks listed below or create your own.

Public Accounting

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **ACCT-803 Advanced Financial Accounting**

Prerequisites:

ACCT 801;

Credits:

3.00

Description:

Builds on all previous courses in the ACCT 800-series. Focuses on accounting for business combinations/consolidations and partnerships.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

For-profit Controllership

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

• **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Not-for-profit Controllership

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **ACCT-871 Not-For-Profit Accounting and Control**

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Fraud Examination

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-806 Fraud Examination**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

Information Technology

- **ISOM-815 Data Management and Big Data**

Prerequisites:

MBA-670

Credits:

3.00

Description:

This course provides an understanding of the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. It prepares students for today's big data revolution. Specifically, students will learn how data management techniques can address an organization's information management problems at both operational and strategic levels. The process of preparing quality data through the creation of information that is used for business intelligence will be covered through exercises and cases. Techniques for data modeling, data visualization, database design, and data retrieval will be emphasized. Students will learn how to design and model databases using the entity relationship modeling and normalization, and retrieve data from a database using SQL, an industry standard, and other current data management tools (e.g., Microsoft Access). Database management systems and big data techniques will be used, and applied to business problems. Students will complete a series of business-oriented hands-on exercises, prepare cases to understand the business case for effective data management and big data, and complete projects on database design and big data for business intelligence.

Term:

Offered Fall Term

Type:

MBA Info Systems & Operation

• ISOM-828 ERP System and Process Reengineering

Credits:

3.00

Description:

To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems can support a wide range of business functions for all companies across industries. With ERP systems, business managers will be able to make decisions with accurate, consistent, and current data. This course provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. Intensive lab projects on the SAP ERP System with real life business scenarios will be utilized to reinforce the student's understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

Type:

MBA Info Systems & Operation

- ISOM-840 Security and Privacy

Prerequisites:

MBA-670

Credits:

3.00

Description:

Students are introduced to the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

Term:

Offered Fall Term

In some cases, the above courses may not be recommended to you based on previous undergraduate course work. For example, many accounting majors have already taken a tax course at the undergraduate level. If you did well in the undergraduate level course, then TAX 801 would not be an elective we would suggest you take at the graduate level.

It is recommended that you consult your academic advisor for help with selecting your elective courses.

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MS in Accounting

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- [MSA Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students in the Graduate Programs in Accounting are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

In addition to this, the Graduate Programs in Accounting Office is available to respond to any questions or concerns. The Graduate Programs in Accounting Office can be reached at 617-573-8641 or msa@suffolk.edu.

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MS in Accounting

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The MSA provides concepts, technical knowledge, and skills for immediate effectiveness. It also establishes the basis for continual lifetime learning and development to meet future challenges as careers evolve. The subject matter in all the MSA courses is presented in a strategic framework, with a view to preparing graduates to function effectively as advisors to, or members of, senior management teams. The MSA program, supplemented by intensive exam preparation through self-study or a review course, provides the foundation for successful completion of the Uniform CPA Examination.

- [MSA Curriculum](#)
- [Tracks](#)
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Waiver Policy

Management preparation courses may be waived with credit. Accounting preparation courses may be waived with credit. Accounting core courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MSA Program and are waived during the student's first semester.

To waive a management preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSA matriculation ("C" or better). Exception: To waive MBA 640, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA matriculation ("B" or better). To waive an accounting preparation course a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA matriculation ("B" or better). Exception: ACCT 801 will only be waived if a student has completed prior coursework at a U.S. university.

All MSA students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSA program. However, at the discretion of the program director, accounting core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or accounting core courses may be considered for transfer.

2014-2015 Archived Catalog Information

MS in Finance

The Master of Science in Finance (MSF) Program delivers a sharp and in-depth focus on financial theory and practice, preparing students for successful careers in any financial discipline. As financial tasks have become increasingly complex, a traditional MBA degree may not be adequate for students seeking careers in the finance industry. The MSF Program provides students with the quantitative and analytical tools that will enable them to confront and manage the financial variables crucial to achieving success.

The MSF Program is ideal for candidates seeking a career in the finance industry, candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates working towards professional designations such as the CFA (Certified Financial Analyst).

- [MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSF Curriculum

11-16 Courses

31-46 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Elective Prerequisite Course (3 Credits)

Select one (1) Elective Prerequisite Course if none have been waived. May be taken at any point in program.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Finance Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (9 Credits)

Select three (3)

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

• **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

MS in Finance

The Master of Science in Finance (MSF) Program delivers a sharp and in-depth focus on financial theory and practice, preparing students for successful careers in any financial discipline. As financial tasks have become increasingly complex, a traditional MBA degree may not be adequate for students seeking careers in the finance industry. The MSF Program provides students with the quantitative and analytical tools that will enable them to confront and manage the financial variables crucial to achieving success.

The MSF Program is ideal for candidates seeking a career in the finance industry, candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates working towards professional designations such as the CFA (Certified Financial Analyst).

- [MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.

In addition to this, the Graduate Programs in Finance Office is available to respond to any questions or concerns, especially those regarding your program "track." The Graduate Programs in Finance Office can be reached at 617-573-8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

MS in Finance

The Master of Science in Finance (MSF) Program delivers a sharp and in-depth focus on financial theory and practice, preparing students for successful careers in any financial discipline. As financial tasks have become increasingly complex, a traditional MBA degree may not be adequate for students seeking careers in the finance industry. The MSF Program provides students with the quantitative and analytical tools that will enable them to confront and manage the financial variables crucial to achieving success.

The MSF Program is ideal for candidates seeking a career in the finance industry, candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates working towards professional designations such as the CFA (Certified Financial Analyst).

- [MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. The elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the MSF Program and are waived during the student's first semester.

To waive a required prerequisite courses or the elective prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSF matriculation ("B" or better).

All MSF students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSF program. However, at the discretion of the program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or finance core courses may be considered for transfer.

2014-2015 Archived Catalog Information

MS in Financial Services & Banking

The Master of Science in Financial Services and Banking (MSFSB) Program prepares its graduates to perform successfully in commercial banking, investment banking, international banking, asset securitization, and financial services.

In addition to the fundamentals of finance, the program also examines the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients. In short, students in the MSFSB Program will gain a strong foundation in the theoretical and practical application of financial theories, while also being able to specialize in areas like bank management and financial services management.

- [MSFSB Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSFSB Curriculum

11-16 Courses

31-46 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Elective Prerequisite Course (3 Credits)

Select one (1) Elective Prerequisite Course if none have been waived. May be taken at any point in program.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Financial Services & Banking Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (9 Credits)

Select three (3)

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

MS in Financial Services & Banking

The Master of Science in Financial Services and Banking (MSFSB) Program prepares its graduates to perform successfully in commercial banking, investment banking, international banking, asset securitization, and financial services.

In addition to the fundamentals of finance, the program also examines the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients. In short, students in the MSFSB Program will gain a strong foundation in the theoretical and practical application of financial theories, while also being able to specialize in areas like bank management and financial services management.

- [MSFSB Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with the their assigned academic advisor especially when choosing elective courses.

In addition to this, the Graduate Programs in Finance Office is available to respond to any questions or concerns, especially those regarding your program "track." The Graduate Programs in Finance Office can be reached at 617-573-8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

MS in Financial Services & Banking

The Master of Science in Financial Services and Banking (MSFSB) Program prepares its graduates to perform successfully in commercial banking, investment banking, international banking, asset securitization, and financial services.

In addition to the fundamentals of finance, the program also examines the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients. In short, students in the MSFSB Program will gain a strong foundation in the theoretical and practical application of financial theories, while also being able to specialize in areas like bank management and financial services management.

- [MSFSB Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. The elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the MSFSB Program and are waived during the student's first semester.

To waive a required prerequisite courses or the elective prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSFSB matriculation ("B" or better).

All MSFSB students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSFSB program. However, at the discretion of the program director, financial services & banking core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or financial services & banking core courses may be considered for transfer.

2014-2015 Archived Catalog Information

MS in Taxation

The Master of Science in Taxation (MST) Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. Graduates of the MST Program will have competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge effectively in tax planning and problem solving situations. They will also have strong communication and research skills and a keen appreciation of the ethical standards of professional practice. The Suffolk MST distinguishes itself from other programs by assuring student competence in three key areas of tax practice: tax compliance, tax planning, and tax policy.

- [MST Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MST Curriculum

11-14 Courses

31-40 Credits

Program Length

12-16 months of full-time study

18-24 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Accounting Preparation Courses (9 credits)

May be waived with credit

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Taxation Core Courses (21 credits)

May be waived and another elective substituted.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

*TAX-876 should be taken as late in the program as possible.

Elective Courses (9 credits)

Select three (3) electives from the following:

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

• **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Or any other 800-level course offered in the Sawyer Business School, with the approval of the Director of Graduate Programs in Taxation.

2014-2015 Archived Catalog Information

MS in Taxation

The Master of Science in Taxation (MST) Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. Graduates of the MST Program will have competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge effectively in tax planning and problem solving situations. They will also have strong communication and research skills and a keen appreciation of the ethical standards of professional practice. The Suffolk MST distinguishes itself from other programs by assuring student competence in three key areas of tax practice: tax compliance, tax planning, and tax policy.

- [MST Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MS in Taxation Program suggests two different elective "tracks" to help you customize your degree to meet your career goals. You can follow one of the tracks listed below or create your own.

Large Firm Track

Students planning to work in large multinational or multi-state firms should consider these electives.

- TAX-865 International Taxation I

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Local Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

MS in Taxation

The Master of Science in Taxation (MST) Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. Graduates of the MST Program will have competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge effectively in tax planning and problem solving situations. They will also have strong communication and research skills and a keen appreciation of the ethical standards of professional practice. The Suffolk MST distinguishes itself from other programs by assuring student competence in three key areas of tax practice: tax compliance, tax planning, and tax policy.

- [MST Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, Academic Director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini especially when choosing elective courses.

The Graduate Programs in Taxation Office is available to respond to any questions or concerns. The Graduate Programs in Taxation Office can be reached at 617-573-8641 or mst@suffolk.edu.

2014-2015 Archived Catalog Information

MS in Taxation

The Master of Science in Taxation (MST) Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. Graduates of the MST Program will have competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge effectively in tax planning and problem solving situations. They will also have strong communication and research skills and a keen appreciation of the ethical standards of professional practice. The Suffolk MST distinguishes itself from other programs by assuring student competence in three key areas of tax practice: tax compliance, tax planning, and tax policy.

- [MST Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Accounting Preparation Courses may be waived with credit. Taxation core courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MST Program and are waived during the student's first semester.

To waive an accounting preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MST matriculation ("B" or better).

All MST students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MST program. However, at the discretion of the program director, taxation core courses may not be transferred if the subject material has changed significantly since completion. Elective or taxation core courses may be considered for transfer.

2014-2015 Archived Catalog Information

Specialized Degree Programs

Recognizing that certain areas of business require a more in-depth focus for significant advancement in the field, Suffolk University's Sawyer Business School offers a number of specialized degree options.

2014-2015 Archived Catalog Information

MBA/Graduate Diploma in Professional Accounting

This MBA degree with the Graduate Diploma in Professional Accounting (GDPA) prepares students to earn professional qualification for either the CPA or the CMA exam. With this MBA and professional designation, you can move into a position of leadership in public accounting, industry and commerce, not-for-profit organizations, or government agencies.

Within the MBA/GDPA, students may focus on public accounting, corporate controllership, or not-for-profit controllership.

The MBA/GDPA can be completed on the Boston campus and fully online. The MBA portion of this program can be completed on the Boston campus, our North Campus location, and fully online.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

13 to 21 courses

37 to 61 credits

Program Length

12-22 months of full-time study

16-34 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

* May be waived with credit.

**If MBA-670 is not waived, substitute ACCT 865.

***If MBA-680 is not waived, substitute BLLS 800.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue

recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

• TAX-801 Issues in Federal Taxation I

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

These courses may be waived and another elective substituted at the discretion of the Director of Graduate Programs in Accounting.

Elective Courses (9 Credits)

Elective courses must be chosen at the 800-level or higher. Can be TAX, but not ACCT or ACIB. ACCT 865, if used as a substitute for MBA 670, this elective cannot be ACCT or ACIB. MBA Electives must be taken within the Sawyer Business School and be 800 or above. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

GDPA Electives (6 Credits)

Consult the director of graduate programs in accounting for advising.

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA/Graduate Diploma in Professional Accounting

This MBA degree with the Graduate Diploma in Professional Accounting (GDPA) prepares students to earn professional qualification for either the CPA or the CMA exam. With this MBA and professional designation, you can move into a position of leadership in public accounting, industry and commerce, not-for-profit organizations, or government agencies.

Within the MBA/GDPA, students may focus on public accounting, corporate controllership, or not-for-profit controllership.

The MBA/GDPA can be completed on the Boston campus and fully online. The MBA portion of this program can be completed on the Boston campus, our North Campus location, and fully online.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, as well as their assigned academic advisor from the Accounting Department.

Upon enrollment, students in the GDPA are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses. Additionally the Graduate Programs in Accounting Office is available to respond to any questions or concerns. The Graduate Programs in Accounting Office can be reached at 617.573.8641 or gdpa@suffolk.edu.

2014-2015 Archived Catalog Information

MBA/Graduate Diploma in Professional Accounting

This MBA degree with the Graduate Diploma in Professional Accounting (GDPA) prepares students to earn professional qualification for either the CPA or the CMA exam. With this MBA and professional designation, you can move into a position of leadership in public accounting, industry and commerce, not-for-profit organizations, or government agencies.

Within the MBA/GDPA, students may focus on public accounting, corporate controllership, or not-for-profit controllership.

The MBA/GDPA can be completed on the Boston campus and fully online. The MBA portion of this program can be completed on the Boston campus, our North Campus location, and fully online.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA Core Courses may be waived with credit. GDPA Courses may be waived with substitution. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive an MBA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA/GDPA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA/GDPA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA/GDPA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester.

All MBA/GDPA students must, however, complete a minimum of 37 credits (12 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA/GDPA program. However, at the discretion of the MSA Program Director, GDPA Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits may be considered for transfer.

Students Who Leave Boston Before Their Program is Complete

Occasionally, Suffolk MBA/GDPA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/GDPA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA/GDPA online.

2014-2015 Archived Catalog Information

MBA/Health

The Master of Business Administration/Health (MBA/ Health) is offered by the Sawyer Business School in collaboration with the Healthcare Administration Department. This specialized MBA degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the health-care industry nationally and internationally.

The specialized health portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

11 to 19 courses

31 to 55 credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting,

inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

* May be waived.

Global Requirements (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Health Core Courses (15 Credits/7 Courses)

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

- **HLTH-702 Health Economics**

Prerequisites:

HLTH-701;

Credits:

3.00

Description:

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

Type:

MBA Health

- **HLTH-826 Healthcare Financial Management**

Prerequisites:

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

Credits:

1.50

Description:

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

Type:

MBA Health

- **HLTH-831 Healthcare Performance Improvement and Patient Safety**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Type:

MBA Health

- **HLTH-840 Global Health Needs & Organizations**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

Reviews global health needs, including those related to infectious and chronic diseases, injuries, behavioral health, women, children, and families, and complex emergencies such as natural disasters and war. Case studies stimulate discussion of ways to address these needs. Student papers identify needs and evaluate healthcare organization and financing in selected countries.

Type:

MBA International Business, MBA Health

- **HLTH-841 Global Health Policy**

Prerequisites:

Take HLTH-701 and HLTH-840;

Credits:

1.50

Description:

Builds on HLTH 840 with a review of global health systems and organizations. In class and student issue papers, the course covers critical health-related policy issues such as world trade, poverty, population growth, the nutritional crisis, the water wars, and environmental issues/global climate change. The course closes by examining the challenges of how to prioritize scarce resources and mobilize together to save civilization.

Type:

MBA International Business, MBA Health

- **HLTH-816 Healthcare Human Resources Management**

Prerequisites:

TAKE HLTH 701

Credits:

3.00

Description:

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

Beginning with the Spring 2016 semester, HLTH 840 and HLTH 841 will be combined into a 3-credit course: HLTH 842. This course will be required of all MBA/H students.

Health Electives (6 Credits/2 Courses)

Beginning with the Fall 2015 semester, HLTH 830 will be offered as a 3-credit course and will be available as an elective course for MBA/Health students.

MBA Elective (3 Credits/1 Course)

MBA Electives must be taken within the Sawyer Business School and be 800 or above. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

Required Capstones (3 Credits)

- **HLTH-890 Healthcare Strategic Management**

Prerequisites:

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

Credits:

3.00

Description:

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest. Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

Type:

MBA Health

Or

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA/Health

The Master of Business Administration/Health (MBA/ Health) is offered by the Sawyer Business School in collaboration with the Healthcare Administration Department. This specialized MBA degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the health-care industry nationally and internationally.

The specialized health portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses on campus (Boston or North Campus) or online to help meet degree completion goals.

Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA/Health

The Master of Business Administration/Health (MBA/ Health) is offered by the Sawyer Business School in collaboration with the Healthcare Administration Department. This specialized MBA degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the health-care industry nationally and internationally.

The specialized health portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's Assistant Dean of Graduate Programs and have a grade of B or better.

Students who leave the area may also complete their Suffolk MBA online.

Regardless of proficiency exams and waiver or transfer credits, all students must complete a minimum of 31 credits (10 courses and the one-credit Effective Career Planning course) in the Sawyer Business School to earn the Suffolk MBA. Global MBAs must earn at least 33 credits within the Sawyer Business School. In some instances, students may have to substitute Sawyer Business School electives for waived core courses.

MBA Campus and Online Course Options

MBA students (MBA, Global MBA and joint degree programs) may enroll in campus based (Boston or North Campus) as well as online courses to meet their degree requirements. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA/Nonprofit

This specialized MBA degree prepares business leaders with focused skills in finance, accounting, strategic management, marketing, and information systems for the nonprofit sector.

The MBA/Nonprofit degree has the same number of credits as the MBA. The specialization occurs in the designation of the electives.

The MBA portion of this specialized degree may be completed at our main Boston campus, at our North Campus location, and fully online.

The specialized nonprofit portion of the degree must be completed on campus in Boston. //

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Curriculum

11 to 19 courses

31 to 55 credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

Required Introductory Course (1 Credit)

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting,

inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

* May be waived.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives* (24 Credits)

Four electives (12 credits) from the following Nonprofit courses:

- **P.AD-815 Nonprofit Management**

Credits:

3.00

Description:

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

Type:

MBA Public Management

- **P.AD-828 Service Communication**

Credits:

3.00

Description:

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

- **P.AD-847 Nonprofit Financial Management**

Credits:

3.00

Description:

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial

management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

Type:

MBA Public Management

- **P.AD-848 Nonprofit Law and Ethics**

Credits:

3.00

Description:

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the internal laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

Type:

MBA Public Management

- **P.AD-849 Revenue Strategies for Non-Profit**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Type:

MBA Public Management

- **P.AD-819 Grant Writing and Management**

Credits:

3.00

Description:

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

Type:

MBA Public Management

- **ACCT-871 Not-For-Profit Accounting and Control**

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*P.AD-847 or ACCT-871. Both courses cannot be taken if the other has been taken.

*P.AD-849 or P.AD-819. Both courses cannot be taken if the other has been taken.

Three electives (9 credits) from the following, at least two of which must be P.AD courses:

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **HLTH-701 Introduction to the U.S. Healthcare Systems**

Credits:

3.00

Description:

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Type:

MBA Health

- **HLTH-824 Healthcare Accounting**

Prerequisites:

HLTH-701;

Credits:

1.50

Description:

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of

financial statements, including the implications of assuming risk in an era of managed care.

Type:

MBA Health

- **ISOM-824 E-Commerce Web Design**

Prerequisites:

MBA-670

Credits:

3.00

Description:

E-commerce Web Design introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites using Wix.com and Microsoft's Expression Web software. Topics will include website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, and animation. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.

Term:

Alternates Fall & Spring

Type:

MBA Info Systems & Operation

- **MGOB-825 Human Resource Management**

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.

Type:

MBA Organizational Behavior, MBA Entrepreneurship

• MGOB-860 Leadership and Team Building

Prerequisites:

MBA 610 or MBA 710

Credits:

3.00

Description:

This course takes multiple approaches to the exploration of leadership. Emphasis is put on individual self-awareness as a critical precursor to leadership success. A wide range of activities, exercises, cases, and simulations are used to develop understanding of the dynamics of leadership. Team building, both as an activity and a topic for study, is used as the model to develop, practice, and improve individual leadership skills.

Type:

MBA Organizational Behavior

• MGSM-833 Corporate Innovation

Credits:

3.00

Description:

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business

models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

Term:

Offered Both Fall and Spring

Type:

MBA Strategic Management

- **MKT-814 Strategic Marketing**

Prerequisites:

MBA 660

Credits:

3.00

Description:

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

Type:

MBA Marketing, MBA Strategic Management

- **P.AD-822 Public Management Information Systems**

Credits:

3.00

Description:

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

Type:

MBA Public Management

- **P.AD-839 Leadership and Decision Making in Action**

Credits:

3.00

Description:

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

Type:

MBA Public Management

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

- **P.AD-842 Workplace and Labor Law**

Credits:

3.00

Description:

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

Type:

MBA Public Management

Any P.AD course NOT taken in the first group of electives.

One elective (3 credits)

Must be in the international business area. Select from the following:

- **P.AD-840 Comparative Public Policy**

Prerequisites:

Registration requires instructor approval

Credits:

3.00

Description:

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on

the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

Type:

MBA Public Management

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

MKIB or FNIB course

Required MBA Capstone (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA/Nonprofit

This specialized MBA degree prepares business leaders with focused skills in finance, accounting, strategic management, marketing, and information systems for the nonprofit sector.

The MBA/Nonprofit degree has the same number of credits as the MBA. The specialization occurs in the designation of the electives.

The MBA portion of this specialized degree may be completed at our main Boston campus, at our North Campus location, and fully online.

The specialized nonprofit portion of the degree must be completed on campus in Boston. //

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses on campus (Boston or North Campus) or online to help meet degree completion goals.

Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MBA/Nonprofit

This specialized MBA degree prepares business leaders with focused skills in finance, accounting, strategic management, marketing, and information systems for the nonprofit sector.

The MBA/Nonprofit degree has the same number of credits as the MBA. The specialization occurs in the designation of the electives.

The MBA portion of this specialized degree may be completed at our main Boston campus, at our North Campus location, and fully online.

The specialized nonprofit portion of the degree must be completed on campus in Boston. //

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

Regardless of proficiency exams and waiver or transfer credits, all students must complete a minimum of 31 credits (10 courses and the one-credit Effective Career Planning course) in the Sawyer Business School to earn the Suffolk MBA. Global MBAs must earn at least 33 credits within the Sawyer Business School. In some instances, students may have to substitute Sawyer Business School electives for waived core courses.

MBA Campus and Online Course Options

MBA students (MBA, Global MBA and joint degree programs) may enroll in campus based (Boston or North Campus) as well as online courses to meet their degree requirements. Full-time campus students may enroll in a maximum of 2 online courses during their program. Part-time campus students may enroll in a maximum of 5 online courses during their program. Students enrolling in an online course for the first time are strongly advised to also take MBA 001-NSO First Time Online.

2014-2015 Archived Catalog Information

MST/Graduate Diploma in Professional Accounting

The MST/GDPA Program is designed for students who do not have an undergraduate degree in accounting and who want to develop working competence in this area along with a deep expertise in taxation.

It allows students to prepare themselves to obtain a professional qualification in accounting, like the CPA, while at the same time completing the MST curriculum.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

14-18 Courses

40-52 Credits

Program Length

12-16 months of full-time study

24-36 months of part-time study

Required Introductory Course

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Accounting Preparation Courses (9 credits)

May be waived with credit

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Taxation Core Courses (21 credits)

May be waived and another elective substituted.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

GDPA Core Courses (12 Credits)

Maximum of one course may be waived

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

• ACCT-804 Cost and Managerial Accounting

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-865 Accounting Information Systems

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

Elective Courses (9 credits)

Select three (3) electives from the following:

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-868 Estate Planning

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-870 Federal Income Tax of Estates & Trust

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-872 Tax Exempt Organizations

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Select three (3) electives from tax, accounting, or any other 800-level course offered in the Sawyer Business School, provided prerequisites are met.

Note: Students who plan to take the CPA exam in Massachusetts must take ACCT 805 as an elective.

2014-2015 Archived Catalog Information

MST/Graduate Diploma in Professional Accounting

The MST/GDPA Program is designed for students who do not have an undergraduate degree in accounting and who want to develop working competence in this area along with a deep expertise in taxation.

It allows students to prepare themselves to obtain a professional qualification in accounting, like the CPA, while at the same time completing the MST curriculum.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, academic director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini, especially when choosing electives.

Upon enrollment, students in the GDPA are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

Contact the Graduate Programs in Accounting & Taxation Office is available with any questions or concerns: 617-573-8641, msa@suffolk.edu, or mst@suffolk.edu.

2014-2015 Archived Catalog Information

MST/Graduate Diploma in Professional Accounting

The MST/GDPA Program is designed for students who do not have an undergraduate degree in accounting and who want to develop working competence in this area along with a deep expertise in taxation.

It allows students to prepare themselves to obtain a professional qualification in accounting, like the CPA, while at the same time completing the MST curriculum.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Accounting preparation courses may be waived with credit. Taxation core courses may be waived with substitution of an elective. Maximum of 1 GDPA Core Course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the MST/GDPA Program and are waived during the student's first semester.

To waive an accounting preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MST/GDPA matriculation ("B" or better). To waive a GDPA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MST/GDPA matriculation ("B" or better)

All MST/GDPA students must complete a minimum of 40 credits (13 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MST/GDPA program. However, at the discretion of the program director, taxation core courses or GDPA core courses may not be transferred if the subject material has changed significantly since completion. Elective, taxation core, or GDPA core courses may be considered for transfer.

2014-2015 Archived Catalog Information

Accelerated Degree Programs

Professional credentials coupled with an exceptional educational background earns an accelerated path to a Suffolk graduate degree, both in terms of the GMAT or GRE entrance requirement and the number of courses in a program of study.

2014-2015 Archived Catalog Information

4+1 Program

Suffolk University's 4+1 Program recognizes the accomplishments of top undergraduate business students by waiving the GMAT/GRE application requirement for students who meet certain minimum qualifications. Students who qualify can earn their master's degree in as few as 10-12 months of full-time study or 16 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [Master of Science in Finance](#) (MSF), [Master of Science in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be earning an undergraduate degree in business (at U.S. Institutions)
- Must have a 3.5 or higher cumulative GPA in the final semester of their senior year
Note: Recent graduates will also be considered
- [MSA Curriculum](#)
- [MSF Curriculum](#)
- [MSFSB Curriculum](#)
- [MST Curriculum](#)
- [MSA/MSF Curriculum](#)
- [MSA/MST Curriculum](#)

MSA Curriculum

11-19 Courses

31-55 Credits

Program Length

10-22 months of full-time study

20-36 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Management Preparation Courses (18 credits)

May be waived with credit

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Accounting Preparation Courses (6 credits)

May be waived with credit

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Accounting Core Courses (12 credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue

recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*ACCT-865 may be waived and an elective substituted.

Electives (9 credits)

Review elective tracks or choose any 800-level courses offered in the Sawyer Business School.

Integrative Global Courses and Capstone

Courses should be taken as late in the program as possible

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Or

- MGIB-850 Global Travel Seminar

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

4+1 Program

Suffolk University's 4+1 Program recognizes the accomplishments of top undergraduate business students by waiving the GMAT/GRE application requirement for students who meet certain minimum qualifications. Students who qualify can earn their master's degree in as few as 10-12 months of full-time study or 16 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [Master of Science in Finance](#) (MSF), [Master of Science in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be earning an undergraduate degree in business (at U.S. Institutions)
- Must have a 3.5 or higher cumulative GPA in the final semester of their senior year
Note: Recent graduates will also be considered
- [MSA Curriculum](#)
- [MSF Curriculum](#)
- [MSFSB Curriculum](#)
- [MST Curriculum](#)
- [MSA/MSF Curriculum](#)
- [MSA/MST Curriculum](#)

MSF Curriculum

11-16 Courses

31-46 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Elective Prerequisite Course (3 Credits)

Select one (1) Elective Prerequisite Course if none have been waived. May be taken at any point in program.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Finance Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (9 Credits)

Select three (3)

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

• FIN-880 Investment Banking

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

• FIN-881 Real Estate

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

• MGIB-850 Global Travel Seminar

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

4+1 Program

Suffolk University's 4+1 Program recognizes the accomplishments of top undergraduate business students by waiving the GMAT/GRE application requirement for students who meet certain minimum qualifications. Students who qualify can earn their master's degree in as few as 10-12 months of full-time study or 16 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [Master of Science in Finance](#) (MSF), [Master of Science in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be earning an undergraduate degree in business (at U.S. Institutions)
- Must have a 3.5 or higher cumulative GPA in the final semester of their senior year
Note: Recent graduates will also be considered
- [MSA Curriculum](#)
- [MSF Curriculum](#)
- [MSFSB Curriculum](#)
- [MST Curriculum](#)
- [MSA/MSF Curriculum](#)
- [MSA/MST Curriculum](#)

MSFSB Curriculum

11-16 Courses

31-46 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Elective Prerequisite Course (3 Credits)

Select one (1) Elective Prerequisite Course if none have been waived. May be taken at any point in program.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Financial Services & Banking Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (9 Credits)

Select three (3)

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• FIN-887 Fundamental Equity Analysis

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

• **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

4+1 Program

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- Must be earning an undergraduate degree in business (at U.S. Institutions)
- Must have a 3.5 or higher cumulative GPA in the final semester of their senior year
Note: Recent graduates will also be considered
- [MSA Curriculum](#)
- [MSF Curriculum](#)
- [MSFSB Curriculum](#)
- [MST Curriculum](#)
- [MSA/MSF Curriculum](#)
- [MSA/MST Curriculum](#)

MST Curriculum

11-14 Courses

31-40 Credits

Program Length

12-16 months of full-time study

18-24 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Accounting Preparation Courses (9 credits)

May be waived with credit

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• ACCT-801 Graduate Financial Accounting II

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-802 Graduate Financial Accounting III

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Taxation Core Courses (21 credits)

May be waived and another elective substituted.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

*TAX-876 should be taken as late in the program as possible.

Elective Courses (9 credits)

Select three (3) electives from the following:

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Or any other 800-level course offered in the Sawyer Business School, with the approval of the Director of Graduate Programs in Taxation.

2014-2015 Archived Catalog Information

4+1 Program

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- [MSFSB Curriculum](#)
- [MST Curriculum](#)
- [MSA/MSF Curriculum](#)
- [MSA/MST Curriculum](#)

MSA/MSF Curriculum

18-26 Courses

52-76 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Management Preparation Courses (18 Credits)

May be waived with credit

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Accounting Preparation Courses – (6 Credits)

May be waived with credit

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Accounting Core Courses (9 Credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue

recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

Finance Core Courses (12 Credits)

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Additional Core Courses (6 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

OR

• **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

&

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

OR

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students

learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Elective Courses (12 Credits)

Must be a Sawyer Business School course of an 800-level or higher. At least two electives must be FIN or FNIB. Students planning to take the Uniform CPA Examination must choose ACCT 805 as an elective.

Integrative Global and Capstone Courses (12 Credits)

Courses should be taken as late in the program as possible.

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

OR

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

5 Year MPA

Suffolk University students can earn a minor in Public Service and a master's degree in Public Administration in a total of five years.

- [Curriculum](#)

Public Service minor students may waive up to four courses (12 credits) if accepted into Suffolk's Master of Public Administration program. This enables a student to complete both their undergraduate and graduate degrees in only five years of full-time study. In order to waive courses, undergraduates must register for sections cross-listed with graduate level courses. For more information contact Leann Baldwin at mpa@suffolk.edu.

2014-2015 Archived Catalog Information

Accelerated MBA for Attorneys

The Accelerated MBA for Attorneys is open to graduates of ABA-approved law schools and offered at all MBA sites and fully online. Students in their final year of law school (third year day students/fourth year evening students) can apply for provisional acceptance into this program, however, acceptance is conditional upon satisfactory completion of the Juris Doctor (JD) or equivalent degree. The GMAT exam is waived with documentation of the LSAT. The Accelerated MBA for Attorneys consists of 10 to 13 courses (31 to 40 credits), depending upon waiver eligibility.

Attorneys, based on previous law school coursework, shorten the 18-course MBA program by five courses. Sawyer Business School coursework is completed on either a full- or part-time basis, on campus or online. Students who have completed prior undergraduate or graduate level business school coursework may also be eligible to substitute additional MBA electives for required core courses.

A student in the Accelerated MBA for Attorneys is presumed to have a concentration in Business Law; therefore, no more than six credits may be taken in any one functional area.

- [Accelerated MBA for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

14 courses

40 credits

Program Length

16 months of full-time study

28 months of part-time study

Required Introductory Course (1 Credit)

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

SBS Core Courses (21 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*MBA-680 is automatically waived.

Global Requirement Course (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives (12 Credits)

Courses may be selected from among electives in the following areas: accounting, entrepreneurship, finance and managerial economics, healthcare administration, information systems, international business, marketing, organizational behavior, public administration, nonprofit management, strategic management, and taxation. No more than two courses may be in any one functional area. MBA Electives must be taken within the Sawyer Business School and be 800 or above. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

In some instances, students may be required to substitute an equivalent credit course for a waived course to achieve the 31 credit minimum for all Suffolk MBA degrees.

*Electives not offered online

Required Capstone Course (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

Accelerated MBA for Attorneys

The Accelerated MBA for Attorneys is open to graduates of ABA-approved law schools and offered at all MBA sites and fully online. Students in their final year of law school (third year day students/fourth year evening students) can apply for provisional acceptance into this program, however, acceptance is conditional upon satisfactory completion of the Juris Doctor (JD) or equivalent degree. The GMAT exam is waived with documentation of the LSAT. The Accelerated MBA for Attorneys consists of 10 to 13 courses (31 to 40 credits), depending upon waiver eligibility.

Attorneys, based on previous law school coursework, shorten the 18-course MBA program by five courses. Sawyer Business School coursework is completed on either a full- or part-time basis, on campus or online. Students who have completed prior undergraduate or graduate level business school coursework may also be eligible to substitute additional MBA electives for required core courses.

A student in the Accelerated MBA for Attorneys is presumed to have a concentration in Business Law; therefore, no more than six credits may be taken in any one functional area.

- [Accelerated MBA for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

2014-2015 Archived Catalog Information

Accelerated MBA for Attorneys

The Accelerated MBA for Attorneys is open to graduates of ABA-approved law schools and offered at all MBA sites and fully online. Students in their final year of law school (third year day students/fourth year evening students) can apply for provisional acceptance into this program, however, acceptance is conditional upon satisfactory completion of the Juris Doctor (JD) or equivalent degree. The GMAT exam is waived with documentation of the LSAT. The Accelerated MBA for Attorneys consists of 10 to 13 courses (31 to 40 credits), depending upon waiver eligibility.

Attorneys, based on previous law school coursework, shorten the 18-course MBA program by five courses. Sawyer Business School coursework is completed on either a full- or part-time basis, on campus or online. Students who have completed prior undergraduate or graduate level business school coursework may also be eligible to substitute additional MBA electives for required core courses.

A student in the Accelerated MBA for Attorneys is presumed to have a concentration in Business Law; therefore, no more than six credits may be taken in any one functional area.

- [Accelerated MBA for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

2014-2015 Archived Catalog Information

Accelerated MBA for CPAs

The Accelerated MBA for CPAs is an 11 to 17 course program that can be completed in 10 to 16 months full-time and 16 to 24 months part-time. The GMAT entry exam is waived with documentation of passing the CPA and a minimum 2.7 undergraduate GPA. All U.S. CPAs are eligible for this program.

The program is offered at the Boston campus, North campus, and online. CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations.

- [Accelerated MBA for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

11 to 17 Courses

31 to 49 Credits

Program Length

10- 16 months of full-time study

16 – 28 month of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses (18 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting,

inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*MBA-640 and MBA-680 are automatically waived.

Global Requirement Course (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives (24 Credits)

Select eight courses from electives in accounting, business law and ethics, entrepreneurship, finance and managerial economics, healthcare administration, information systems, international business, marketing, organizational behavior, public administration and nonprofit management, strategic management, and taxation. MBA Electives must be taken within the Sawyer Business School and be 800 or above.

Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

Required Capstone Course (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

Accelerated MBA for CPAs

The Accelerated MBA for CPAs is an 11 to 17 course program that can be completed in 10 to 16 months full-time and 16 to 24 months part-time. The GMAT entry exam is waived with documentation of passing the CPA and a minimum 2.7 undergraduate GPA. All U.S. CPAs are eligible for this program.

The program is offered at the Boston campus, North campus, and online. CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations.

- [Accelerated MBA for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

2014-2015 Archived Catalog Information

Accelerated MBA for CPAs

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The program is offered at the Boston campus, North campus, and online. CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations.

- [Accelerated MBA for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780, and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

2014-2015 Archived Catalog Information

Accelerated MBA for Music Management Graduates of the Berklee College of Music

The Sawyer Business School at Suffolk University offers an Accelerated MBA Program for Music Management graduates of the Berklee College of Music. Students who have appropriate credentials could feasibly waive 12 credits of core courses with their Berklee courses thereby shortening their MBA program by one semester as a full-time student.

The Accelerated MBA program for Music Management graduates of Berklee College of Music can be completed in Boston, at the North Campus, or fully online. Students may be enrolled full- or part-time.

- [Accelerated MBA for Music Management Graduates of the Berklee College of Music Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

11 to 19 courses

31 to 55 credits

Program Length

10- 16 months of full-time study

16 – 28 month of part-time study

All Suffolk MBAs must earn a minimum of 31 credits.

Required Introductory Course (1 Credit)

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses (24 Credits)

*12 of these 24 credits may be waived with the specific Berklee courses as indicated below

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

*may be waived with Berklee courses: MB-301 AND MB-345

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*may be waived with Berklee courses: MB 331 AND MB 335 AND MB 337 AND LMSC 251

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

*may be waived with Berklee course: MB 341 and MB 325

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

*may be waived with Berklee courses: MB 211 AND MB 301 AND MB 405

Global Requirement Course (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives (24 Credits)

Select 8 courses from among electives in accounting, *business law and ethics, entrepreneurship, *finance and managerial economics, *healthcare administration, information systems, international business, marketing, organizational behavior, *public administration and nonprofit management, strategic management, and *taxation.

In some instances, students may be required to substitute an equivalent credit course for a waived course to achieve the 31 credit minimum for all Suffolk MBA degrees.

*Electives not offered online

Required Capstone Course (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

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The Accelerated MBA program for Music Management graduates of Berklee College of Music can be completed in Boston, at the North Campus, or fully online. Students may be enrolled full- or part-time.

- [Accelerated MBA for Music Management Graduates of the Berklee College of Music Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

2014-2015 Archived Catalog Information

Accelerated MBA for Music Management Graduates of the Berklee College of Music

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- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better). All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Students Entering the Suffolk MBA or Global MBA

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

2014-2015 Archived Catalog Information

Accelerated MSF for Attorneys

The Accelerated MSF for Attorneys Program is ideal for both working professionals and full-time students. As the legal and the business worlds have become more connected, attorneys are increasingly called upon to provide guidance in complex financial matters.

- [Accelerated MSF for Attorneys](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

11-14 Courses
31-40 Credits

Program Length

12-16 months of full-time study
20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work

in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

May be waived based upon prior academic work.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Finance Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (6-9 Credits)

Select three (3) if all prerequisite requirements are waived. Select two (2) if some or none of the prerequisite requirements are waived.

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

Accelerated MSF for Attorneys

The Accelerated MSF for Attorneys Program is ideal for both working professionals and full-time students. As the legal and the business worlds have become more connected, attorneys are increasingly called upon to provide guidance in complex financial matters.

- [Accelerated MSF for Attorneys](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students in the Graduate Programs in Finance are assigned an academic advisor from the Finance Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

Contact the Graduate Programs in & Finance Office with any questions or concerns: 617-573-8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

Accelerated MSF for Attorneys

The Accelerated MSF for Attorneys Program is ideal for both working professionals and full-time students. As the legal and the business worlds have become more connected, attorneys are increasingly called upon to provide guidance in complex financial matters.

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- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the Accelerated MSF for Attorneys Program and are waived during the student's first semester.

To waive a required prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to Accelerated MSF for Attorneys matriculation ("B" or better).

All Accelerated MSF for Attorneys students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk Accelerated MSF for Attorneys program. However, at the discretion of the program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or finance core courses may be considered for transfer.

2014-2015 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 8-13 courses.

- [Accelerated MST for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

9-13 Courses

25-37 Credits

Program Length

10-16 months of full-time study

18-24 months of part-time study

Required Introductory Course (1 credit)

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including

the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Accounting Preparation Courses (9 credits)

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative

sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Taxation Core Courses (18 credits)

A maximum of two courses may be waived with credit; however, total course waivers with credit cannot exceed four (4). A minimum of 25 credits must be earned at SBS.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

*Tax 876 should be taken as late in the program as possible

Elective Courses (9 credits)

Select three (3) electives from the following:

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

• **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Or any other 800-level course offered in the Sawyer Business School, with the approval of the Director of Graduate Programs in Taxation.

2014-2015 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 8-13 courses.

- [Accelerated MST for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, Academic Director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini especially when choosing elective courses.

In addition to this, the Graduate Programs in Accounting & Taxation Office is available to respond to any questions or concerns. The Graduate Programs in Accounting & Taxation Office can be reached at 617-573-8641 or msa@suffolk.edu or mst@suffolk.edu.

2014-2015 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 8-13 courses.

- [Accelerated MST for Attorneys Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Accounting Preparation Courses may be waived with credit. Taxation Core Courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MST Program and are waived during the student's first semester.

To waive an Accounting Preparation Course a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MST matriculation ("B" or better).

All MST students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF or MST program, will be reviewed on a case by case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MST program. However, at the discretion of the Program Director, Taxation Core Courses may not be transferred if the subject material has changed significantly since completion. Elective or Taxation Core Courses may be considered for transfer.

2014-2015 Archived Catalog Information

Accelerated MST for CPAs

The Accelerated MST for CPAs is designed to allow CPAs to complete the Master of Science in Taxation (MST) Program in as few as 11 courses. The traditional 14 course MST Program is automatically shortened by three courses by waiving the accounting core courses.

- [Accelerated MST for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

11 Courses
31 Credits

Program Length

12-16 months of full-time study
20-28 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work

in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Taxation Core Courses (21 credits)

May be waived and another tax elective substituted.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

*TAX-876 should be taken as late in the program as possible.

Elective Courses (9 credits)

Select three (3) electives from the following:

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-868 Estate Planning

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-870 Federal Income Tax of Estates & Trust

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Any other 800-level course offered in the Sawyer Business School, or any other advanced elective with the approval of the Director of Graduate Programs in Taxation.

2014-2015 Archived Catalog Information

Accelerated MST for CPAs

The Accelerated MST for CPAs is designed to allow CPAs to complete the Master of Science in Taxation (MST) Program in as few as 11 courses. The traditional 14 course MST Program is automatically shortened by three courses by waiving the accounting core courses.

- [Accelerated MST for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, academic director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini, especially when choosing elective courses.

Contact the Graduate Programs in Accounting & Taxation Office with any questions or concerns: 617-573-8641, msa@suffolk.edu, or mst@suffolk.edu.

2014-2015 Archived Catalog Information

Accelerated MST for CPAs

The Accelerated MST for CPAs is designed to allow CPAs to complete the Master of Science in Taxation (MST) Program in as few as 11 courses. The traditional 14 course MST Program is automatically shortened by three courses by waiving the accounting core courses.

- [Accelerated MST for CPAs Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

CPAs automatically waive the three accounting preparation courses, shortening their degree to 10 courses. Taxation core courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the Accelerated MST for CPAs Program and are waived during the student's first semester.

All Accelerated MST for CPAs students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk Accelerated MST for CPAs program. However, at the discretion of the program director, taxation core courses may not be transferred if the subject material has changed significantly since completion. Elective or taxation core courses may be considered for transfer.

2014-2015 Archived Catalog Information

Certificate Program Options

The Sawyer Business School has developed a range of advanced certificate programs to help business professionals stay on top of the latest developments in their field and to explore other disciplines.

Each program consists of five elective courses in a chosen field and is designed to be as flexible as needed to fit with the busy lives of qualified professionals. Each offers cutting-edge curriculum taught by our world-class faculty, providing an emphasis on the global economy and its effect on business disciplines across the board.

Certificate program classes are scheduled in the evenings and are tailored to allow for multiple classes on the same evening, accelerated summer sessions and other options to fit our participants' needs. Unlike many other certificate programs, our programs consist of credited courses and have prerequisite components. Refer to individual certificate requirements for more details.

2014-2015 Archived Catalog Information

Advanced Certificate in Taxation

The Advanced Certificate in Taxation (ACT) is a postgraduate certificate designed for tax professionals with an advanced business degree who want to stay current with evolving tax issues. This certificate program also extends and complements the MS in Taxation degree or other graduate management degree, with additional knowledge in taxation.

Students take five courses. Tax professionals may wish to develop an area of special expertise.

View the Federally Mandated [Gainful Employment Disclosure for the Advanced Certificate in Accounting](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

5 Courses
15 Credits

Program Length
4-10 months of full-time study
10-16 months of part-time study

Taxation Preparation Courses (6 credits)

May be waived with credit

- TAX-801 Issues in Federal Taxation I

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Taxation Courses (12-15 credits)

*If TAX 801 & TAX 861 are waived take five (5) Taxation courses, for a total of 15 credit hours. If TAX 801 and/or TAX 861 were not waived you must take them as part of your 15 credit hours. With the approval of the Director of Graduate Programs in Taxation, the fifth course can be another 800-level or above course offered in the Sawyer Business School.

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

- **TAX-874 International Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-802 Issues in Federal Taxation II**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-865 International Taxation I**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces United States tax issues affecting foreign corporations and alien individuals. Compares United States taxing regimes applicable to United States tax residents and non-United States tax residents. Covers other topics including: the concept of sourcing of income, rules for determining whether a foreign corporation or alien individual has a United States trade or business, United States tax implications of having a United States trade or business, the role of income tax treaties, and United States tax issues affecting domestic corporations and United States tax resident individuals on foreign income.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Tax

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• TAX-867 Advanced Topics in Corporate Tax

Prerequisites:

TAX-801, TAX-861 and TAX-862

Credits:

3.00

Description:

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

• **TAX-868 Estate Planning**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-870 Federal Income Tax of Estates & Trust**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles and practices of income taxation of decedents' estates and trusts. Covers grantor trusts, charitable trusts, income in respect of a decedent, and accounting for income retained or distributed to beneficiaries via issuance of K1s.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 and TAX-861

Credits:

1.00- 3.00

Description:

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

Advanced Certificate in Taxation

The Advanced Certificate in Taxation (ACT) is a postgraduate certificate designed for tax professionals with an advanced business degree who want to stay current with evolving tax issues. This certificate program also extends and complements the MS in Taxation degree or other graduate management degree, with additional knowledge in taxation.

Students take five courses. Tax professionals may wish to develop an area of special expertise.

View the Federally Mandated [Gainful Employment Disclosure for the Advanced Certificate in Accounting](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, academic director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617.573.8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini, especially when choosing electives. Contact the Graduate Programs in Taxation Office with any questions or concerns: 617-573-8641 or mst@suffolk.edu.

2014-2015 Archived Catalog Information

Advanced Certificate in Taxation

The Advanced Certificate in Taxation (ACT) is a postgraduate certificate designed for tax professionals with an advanced business degree who want to stay current with evolving tax issues. This certificate program also extends and complements the MS in Taxation degree or other graduate management degree, with additional knowledge in taxation.

Students take five courses. Tax professionals may wish to develop an area of special expertise.

View the Federally Mandated [Gainful Employment Disclosure for the Advanced Certificate in Accounting](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. The elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the ACT Program and are waived during the student's first semester.

To waive required prerequisite courses, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to ACT matriculation ("B" or better).

2014-2015 Archived Catalog Information

Advanced Professional Certificate

The Advanced Professional Certificate (APC) in business administration is a pragmatic non-degree program designed for those professionals possessing an MBA who wish to contemporize or broaden their knowledge of modern business practices, and to assist them in developing a competitive edge in the rapidly changing economic, social, and political environment.

View the Federally Mandated [Gainful Employment Disclosure for the Advanced Professional Certificate in Business](#).

- [Program Requirements](#)

The Advanced Professional Certificate program consists of five (5) 3-credit hour MBA elective courses. Students design their program specifically to satisfy their needs and objectives, with faculty approval and consultation if needed. The APC program may focus on a particular functional area, or may draw from several areas. Prerequisite coursework must be met to enroll in MBA elective courses.

2014-2015 Archived Catalog Information

Certificate of Advanced Study in Public Administration

This advanced certificate program is designed to help you increase your understanding of current concepts and tools used in public administration.

This is a valuable program for MPA graduates entering new areas of public service or seeking to advance in their current profession.

View the Federally Mandated [Gainful Employment Disclosure for the Advanced Professional Certificate in Business](#).

- [Curriculum](#)

Students may choose from all PAD electives, tailoring a program to meet your needs. The program consists of five (5) courses at the 800 (elective) level, to be completed within five years with a grade point average of 3.0 ("B") or better.

To earn the CASPA you must complete five elective courses (courses with a designation of # 800 or above).

The electives offered allow a tailored certificate program in which you can focus your study in many public service areas including (but not limited to), nonprofit management, state or local government, health policy, information resource management or public safety.

CASPA Admission

To be considered for admission to the CASPA program, you must:

- Hold a bachelor's degree and an MPA from a school accredited by the Network of Schools of Public Policy, Affairs & Administration (NASPAA) or its equivalent*
- Complete the Graduate Admission application process

*Graduates with other degrees may be required to complete prerequisite courses, as non-certificate candidates.

Students should contact Leann Baldwin at mpa@Suffolk.edu for more information.

2014-2015 Archived Catalog Information

Certificate Program for Advanced Study in Finance

The Certificate Program for Advanced Study in Finance (CPASF) is a pragmatic postgraduate certificate program designed for those who wish to further their expertise in finance—either to improve their own technical proficiency or to supervise or interact with finance professionals. The program is ideal for those with advanced business degrees or significant career experience. The program provides an opportunity for qualified professionals to update their knowledge of modern finance theories and practices and to develop a competitive edge in the rapidly changing financial environment.

View the Federally Mandated [Gainful Employment Disclosure for the Certificate for Advanced Study in Finance](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

5-9 Courses
15-27 Credits

Program Length
4-10 months of full-time study
10-16 months of part-time study

Required Prerequisite Courses (12 Credits)

May be waived based upon prior academic work.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Finance Courses (15 Credits)

Choose five (5) from the following courses:

• FIN-800 Financial Statement Analysis for Financial Institutions

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and

restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

• **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

Certificate Program for Advanced Study in Finance

The Certificate Program for Advanced Study in Finance (CPASF) is a pragmatic postgraduate certificate program designed for those who wish to further their expertise in finance—either to improve their own technical proficiency or to supervise or interact with finance professionals. The program is ideal for those with advanced business degrees or significant career experience. The program provides an opportunity for qualified professionals to update their knowledge of modern finance theories and practices and to develop a competitive edge in the rapidly changing financial environment.

View the Federally Mandated [Gainful Employment Disclosure for the Certificate for Advanced Study in Finance](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students in the Graduate Programs in Finance are assigned an academic advisor from the Finance Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives.

Contact the Graduate Programs in & Finance Office with any questions or concerns: 617-573-8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

Certificate Program for Advanced Study in Finance

The Certificate Program for Advanced Study in Finance (CPASF) is a pragmatic postgraduate certificate program designed for those who wish to further their expertise in finance—either to improve their own technical proficiency or to supervise or interact with finance professionals. The program is ideal for those with advanced business degrees or significant career experience. The program provides an opportunity for qualified professionals to update their knowledge of modern finance theories and practices and to develop a competitive edge in the rapidly changing financial environment.

View the Federally Mandated [Gainful Employment Disclosure for the Certificate for Advanced Study in Finance](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. The elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the CPASF Program and are waived during the student's first semester.

To waive a required prerequisite courses or the elective prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to CPASF matriculation ("B" or better).

2014-2015 Archived Catalog Information

Graduate Diploma in Professional Accounting

The Graduate Diploma in Professional Accounting (GDPA) is a non-degree certificate program designed for students who do not have an undergraduate degree in accounting, and for students who have an undergraduate degree in accounting from a non-US institution. The program can be completed at our Boston campus or completely online.

The GDPA Program prepares students for a professional career in public accounting, corporate management, nonprofit organizations, and government agency controllership, among other professions.

- View the Federally Mandated [Gainful Employment Disclosure for the Graduate Diploma in Professional Accounting](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

6-10 Courses

18-30 Credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

GDPA Core Courses (24 credits)

Maximum of four (4) can be waived

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

Electives (6 credits)

Students may tailor their electives to their career goals by selecting one of the following career tracks:

Public Accounting

- **ACCT-803 Advanced Financial Accounting**

Prerequisites:

ACCT 801;

Credits:

3.00

Description:

Builds on all previous courses in the ACCT 800-series. Focuses on accounting for business combinations/consolidations and partnerships.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Corporate Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Not-for-Profit Accounting

- **ACCT-871 Not-For-Profit Accounting and Control**

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and

other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

Graduate Diploma in Professional Accounting

The Graduate Diploma in Professional Accounting (GDPA) is a non-degree certificate program designed for students who do not have an undergraduate degree in accounting, and for students who have an undergraduate degree in accounting from a non-US institution. The program can be completed at our Boston campus or completely online.

The GDPA Program prepares students for a professional career in public accounting, corporate management, nonprofit organizations, and government agency controllership, among other professions.

- View the Federally Mandated [Gainful Employment Disclosure for the Graduate Diploma in Professional Accounting](#).

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students in the GDPA are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives. Contact the Graduate Programs in Accounting Office with any questions or concerns: 617-573-8641 or gdpa@suffolk.edu.

2014-2015 Archived Catalog Information

Graduate Diploma in Professional Accounting

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- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

A Maximum of four GDPA Core Courses may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the GDPA Program and are waived during the student's first semester.

To waive a GDPA core course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to GDPA matriculation ("C" or better). Exception: To waive MBA 640, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to GDPA matriculation ("B" or better). Additionally, ACCT 801 will only be waived if a student has completed prior coursework at a U.S. university.

All GDPA students must complete a minimum of 18 credits (6 courses) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk GDPA program. However, at the discretion of the program director, GDPA core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or GDPA core courses may be considered for transfer.

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Fully Online Programs

Online instruction consists of the latest multimedia and Internet technologies. Faculty and students interact via email, chat rooms, threaded (on-going) discussions, and audio media. Students require access to the Internet, Suffolk email and a moderate level of experience in working on the World Wide Web to participate in online courses. A moderate level of experience working with Microsoft Word, Excel, Access and PowerPoint programs is necessary to participate in this program. A headset is also required.

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Graduate Diploma in Professional Accounting

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The GDPA Program prepares students for a professional career in public accounting, corporate management, nonprofit organizations, and government agency controllership, among other professions.

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Curriculum

6-10 Courses

18-30 Credits

Program Length

10-16 months of full-time study

16-28 months of part-time study

GDPA Core Courses (24 credits)

Maximum of four (4) can be waived

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **BLLS-800 Business Law for Accountants**

Credits:

3.00

Description:

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law as well as international dimensions.

Term:

Offered Both Fall and Spring

Type:

MBA Business Law & Ethics

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

Electives (6 credits)

Students may tailor their electives to their career goals by selecting one of the following career tracks:

Public Accounting

- **ACCT-803 Advanced Financial Accounting**

Prerequisites:

ACCT 801;

Credits:

3.00

Description:

Builds on all previous courses in the ACCT 800-series. Focuses on accounting for business combinations/consolidations and partnerships.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Corporate Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Not-for-Profit Accounting

- **ACCT-871 Not-For-Profit Accounting and Control**

Prerequisites:

MBA-640 or ACCT-800

Credits:

3.00

Description:

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and

other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Studies tax and non-tax issues in the formation of tax exempt organizations. Covers feeder organizations and unrelated business taxable income in depth. Also covers loss of tax exempt status and ceiling limitations on gift giving.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

Graduate Diploma in Professional Accounting

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2014-2015 Archived Catalog Information

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Waiver Policy

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All GDPA students must complete a minimum of 18 credits (6 courses) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk GDPA program. However, at the discretion of the program director, GDPA core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or GDPA core courses may be considered for transfer.

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MBA/Graduate Diploma in Professional Accounting

This MBA degree with a specialized program in the GDPA prepares students to earn professional qualification for either the CPA or the CMA exam. With this MBA and professional designation, you can move into a position of leadership in public accounting, industry and commerce, not-for-profit organizations, or government agencies.

Within the MBA/GDPA, students may focus on public accounting, corporate controllership, or not-for-profit controllership.

The MBA/GDPA can be completed on the Boston campus and fully online.

The MBA portion of this specialized degree can be completed on the Boston campus, our North Campus location, and fully online.

- [Curriculum](#)

The MBA/GDPA consists of 37– 61 credits.

MBA Required Introductory Course (1 Credit)

- **MBA-600 Effective Career Planning**

Credits:

1.00

Description:

A hands-on behavioral simulation run in teams, this course highlights the interpersonal dynamics that occur between people as they address strategic and operating issues; issues that often involve departmental interdependencies, power relationships, and judgment. MBA 600 emphasizes experiential learning through doing. Working in teams, students assume different roles in the organization. Each role contains extensive information on past business decisions and correspondence on current issues, problem symptoms, and decision situations.

Type:

MBA Core Courses* (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

* May be waived.

**MBA 670, if not waived, substitute ACCT 865.

***MBA 680. if not waived, substitute BLLS 800.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

*Prerequisites: all MBA core courses except MBA-670 and MBA-680.

GDPA Related Courses (18 Credits)

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

*If ACCT 865 is used as a substitute for MBA 670, you must choose a non-ACCT elective.

These courses may be waived and another elective substituted at the discretion of the Director of Graduate Programs in Accounting.

MBA Elective (6 Credits)

Elective courses must be chosen at the 800-level or higher. Can be TAX, but not ACCT or ACIB.

GDPA Electives (6 Credits)

Consult MSA Director for advising

Capstone (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Waiver Policy

Core courses may be waived. Required MBA Courses (MBA 600, MBA 780 and MBA 800) cannot be waived. To waive a Core Course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to enrollment ("B" or better).

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Non-Degree Options

Management Advancement Professional Studies (MAPS)

The Management Advancement Professional Studies (MAPS) Program allows select individuals to enroll in a maximum of two core MBA courses or two MSF prerequisite courses (6 credits) prior to taking the GMAT or GRE.

Courses taken in MAPS will subsequently be applied toward the Suffolk MBA programs, Global MBA, MSF or MSFSB degree if, after formal application, you meet the standard admission criteria. For credits to apply grades earned must also be a B or better and taken within 7 years prior to MBA, Global MBA, MSF or MSFSB matriculation.

MAPS is available in Boston, at our North Campus location, and online.

In addition to this, we offer a CPA Educational Requirements Program that is appropriate for those individuals who need 1 or 2 accounting, taxation, or business law courses in order to meet the educational requirements for the CPA exam. Eligible applicants must have a minimum GPA of a 3.0 and at least 1 year of work experience or a master's degree. Students will also need to undergo Pre-Evaluation Eligibility Determination notification from NASBA outlining the required classes needed to sit for the CPA exam.

Due to Immigration and Naturalization Service regulations, the MAPS option is only available to US citizens and permanent residents.

Continuing and Professional Studies Program (CAPS)

The Continuing and Professional Studies (CAPS) Program allows individuals intending to pursue a graduate MPA or MHA degree to take a maximum of two graduate courses before formally applying. Courses must be selected with the advisor's consent and will be offered on a space-available basis.

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Academic Honors & Societies

Each year the University recognizes students for outstanding scholarship, leadership, and service to the Suffolk community. The following awards are granted at the end of each academic year.

Beta Gamma Sigma

The Beta Gamma Sigma National Honor Society honors the top business and management undergraduate and graduate students. The purpose of Beta Gamma Sigma is to encourage and reward scholarship, to promote the advancement of high-quality education in business, and to foster integrity in the conduct of business operations. These objectives are achieved through awards, recognition of outstanding institutions, seminars, and publications. To be eligible for membership, a student must rank in the upper 20% of the master's class. Students are elected to membership and publicly recognized during the spring semester.

Financial Management Association National Honor Society

The Financial Management Association National Honor Society rewards scholarship and achievement by undergraduate and graduate students majoring in finance. To be eligible for membership, a graduate student must have completed one-half of their program and hold a 3.6 or better overall cumulative average, and specialize in the financial area. Selection is made during the first month of the fall and spring semesters.

Pi Alpha Alpha

Pi Alpha Alpha is a national honor society formed to recognize and promote excellence in the study and practice of public service and administration. PAA membership identifies those with the highest performance levels in educational programs preparing them for public service careers. To be inducted, students must:

- Be enrolled in the MPA program or a joint MPA degree program;
- Complete at least 27 credit hours
- Remove all incompletes (except internship or practicum);
- Have a cumulative GPA in the top 20% of eligible students.

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Global Travel Seminars

Led by Sawyer Business School faculty, the Global Travel Seminars take students for short-term visits to business centers around the world. These courses provide students with an opportunity to connect classroom learning with real-world experiences through international business exposure. Each seminar is uniquely crafted by the faculty leader of the course. While no two seminars are exactly alike, each consists of a similar structure in terms of the academic, travel, and cost components:

Academic Component

- 3-credit International Business elective
- 3 pre-travel classes, designed to provide a foundation of knowledge about the destination
- 1 post-travel class: final assignments vary depending on faculty leader and location
- Offered each academic year

Travel Component

- 7-10 days of travel
- 4-6 businesses provide an overview of the business culture, includes visits ranging from large multinationals to small, entrepreneurial firms
- 3-4 cultural activities ranging from city tours, group dinners to theater performances

Cost Component

- Tuition for 3 credits
- Flight
- Seminar fee, includes:
 - Hotel accommodations
 - Ground transportation
 - Some Meals
 - English-speaking tour guide

- Cultural activities
- Business programming

2014-2015 Archived Catalog Information

Joint Degree Programs

The Sawyer Business School, College of Arts & Sciences, and Suffolk Law School have collaborated to offer a variety of highly specialized joint degree programs:

Suffolk Law School with Sawyer Business School

- [MBA/JD](#)
- [MPA/JD](#)
- [MSF/JD](#)
- [Accelerated JD/MBA](#)

Suffolk Law School with the College of Arts & Sciences

- [JD/MS in International Economics](#)
- [JD/MS in Crime and Justice Studies](#)

The College of Arts & Sciences with Sawyer Business School

- [MPA/MS in Crime and Justice Studies](#)
- [MPA/MS in Political Science](#)
- [MPA/MS in Mental Health Counseling](#)

Joint Programs within the Sawyer Business School

- [MBA/MSA](#)
- [MBA/MSF](#)
- [MBA/MST](#)
- [MSA/MSF](#)

- [MSA/MST](#)

Joint Program within the College of Arts & Sciences

- [MS in Crime and Justice Studies/MS in Mental Health Counseling](#)

2014-2015 Archived Catalog Information

Accelerated MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that result in combined MBA/JD degrees in three years, instead of four. In the three year program students enroll in courses during the summers between their first and second year of study and between their second and third year of study in order to complete the requisite number of credits for both degrees. The program allows students to count a limited number of credits toward both degrees, thus reducing the number of credits that would be required if the degrees were earned separately. The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Accelerated MBA/JD](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

13-14 Courses (MBA Portion Only-usually taken year 2 of program)

40-43 Credits (MBA Portion Only)

*Refer to the Law School for the Law School Portion of your degree

Program Length

3 years of full-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Global Requirement Course (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Required Capstone Course (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives (12 Credits)

Courses may be selected from among electives in the following areas: accounting, entrepreneurship, finance and managerial economics, healthcare administration, information systems, international business, marketing, organizational behavior, public administration and nonprofit management, strategic management, and taxation. No more than two courses may be in any one functional area. MBA Electives must be taken within the Sawyer Business School and be 800 or above.

Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

*One elective must be in the international business area

2014-2015 Archived Catalog Information

Accelerated MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that result in combined MBA/JD degrees in three years, instead of four. In the three year program students enroll in courses during the summers between their first and second year of study and between their second and third year of study in order to complete the requisite number of credits for both degrees. The program allows students to count a limited number of credits toward both degrees, thus reducing the number of credits that would be required if the degrees were earned separately. The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Accelerated MBA/JD](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Advising

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty.

The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

2014-2015 Archived Catalog Information

Accelerated MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that result in combined MBA/JD degrees in three years, instead of four. In the three year program students enroll in courses during the summers between their first and second year of study and between their second and third year of study in order to complete the requisite number of credits for both degrees. The program allows students to count a limited number of credits toward both degrees, thus reducing the number of credits that would be required if the degrees were earned separately. The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Accelerated MBA/JD](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

In the MBA/JD, one core course may be waived, depending on educational background. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course the following is required:

Successful completion of equivalent coursework at the undergraduate/graduate level in the seven years prior to MBA/JD matriculation with a grade of “B” or better.

A core course waiver is established upon entry to the MBA/JD. Students’ waiver questions/concerns must be addressed during the student’s first semester in the MBA/JD. A student receives academic credit for the core course waived, thereby reducing the total number of credits needed on the MBA side for the MBA/JD degree from 43 to.

Within the MBA/JD, only one core course may be waived. In some cases, MBA/JD students may be permitted to substitute a Sawyer Business School upper level elective of equal credit for a core course, depending on their educational background. This will be determined and so noted on the Program of Study at the time of entry to the MBA/JD. Students may elect to take a proficiency exam to gain the one core course waiver and/or to gain a core course substitution

designation. Proficiency exams must be completed in the first semester in the MBA/JD program. MBA/JD students must complete a minimum of 40 credits in the Sawyer Business School.

2014-2015 Archived Catalog Information

JD/Master of Science in Crime and Justice Studies

The Juris Doctor/Master of Science in Crime and Justice Studies degree program is designed to serve the needs of professionals who must be conversant with legal principles and techniques as they work both within and beyond the boundaries of the crime and justice system. Problem-solving in the areas of crime, justice, and social policy create the need for specialized training in both law and the social sciences and their interconnection. As the complexity of human problems encourages more flexible, sensitive, and multi-faceted responses to conflict and social problems, education that bridges the traditionally distinctive fields of crime and justice and law becomes increasingly valuable.

- [Crime & Justice Studies/Law Joint Degree](#)

Degree Requirements: 104 credits (80 Law School credits, 24 College of Arts & Sciences credits)

The curriculum requirements for the JD/MSCJS program are determined by the respective schools. The JD/MSCJS degrees will be granted upon completion of 104 semester hours of work. Of this number, 80 semester hours must be completed in the Law School and 24 hours in the College of Arts and Sciences MSCJS curriculum. Specific programs and course selections are arranged through the Associate Dean's office in the Law School and the MSCJS program director.

All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree.

Application to the joint degree program may be made before entering Suffolk University, during the first year of full-time study in the MSCJS program or during the first or second year of study in the Law School. The following tracks correspond to the three possible points of entry: first year MSCJS; first year Law School; second year Law School.

Track I

First Year

- **CJ-701 Seminar in Crime & Justice**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

Term:

Offered Fall Term

- **CJ-702 Research Methods**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

Term:

Offered Fall Term

Choose 2 courses from an approved list of courses in a specialized area of Crime and Justice Studies.

- **CJ-681 Crime and Communities**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

Term:

Offered Spring Term

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-709 Quantitative Analysis**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Term:

Offered Spring Term

• **CJ-708 Ethical Issues in Criminal Justice Profession**

Credits:

3.00

Description:

This course examines the ethics of criminal justice professionals' use of deceptive interrogation, undercover operations, confidential informants, excessive force, and fabricated evidence; the ethics of prosecutors, prisons, and whistle-blowing; and administrative approaches, such as ethics training, to ethical problems, such as corruption. Students will learn the major schools of ethical thought, including utilitarianism, ethical formalism, and the ethics of care, so that they can assess situations systematically. The course relies on real-life ethical problems from news outlets and government reports.

Term:

Occasional

Choose 1 course from an approved list of courses in a specialized area of Crime and Justice Studies.

Second Year

Fall Semester

2040 AD Contracts

2060 AD Property

2070 AD Civil Procedure

2080 AD Criminal Law

1000 AD Legal Practice Skills

Spring Semester

2040 AD Contracts

2050 AD Torts

2060 AD Property

2090 AD Constitutional Law

1000 AD Legal Practice Skills

Third Year

2140 AD Professional Responsibility

This course may be taken at any time during the second or third year of Law School.

At the end of the first year of Law School, students must complete at least three courses chosen from a Base Menu as specified by the Law School.

Fourth Year

Fall Semester

Electives in Law

Students are encouraged to concentrate in specific areas relevant to their interest in crime and justice by selecting classes and clinics/internships from available offerings. Evening students who have not completed their MSCJS requirements may elect to enroll in one of the Internships or Practica in Crime and Justice Studies (CJ 783, 784, 785) to obtain direct experience in the field.

Spring Semester

Electives in Law

Track II

Track II of the JD/MSJCS program is substantially the same as Track I except that the first- and second-year curricula are reversed. This track is for first-year law students entering the joint degree program.

Track III

This track is for second-year law students entering the joint degree program. During years three and four, these students will take both law and MSJCS courses.

The [Law School Curriculum and Requirements](#) are available on the Law School website.

2014-2015 Archived Catalog Information

JD/Master of Science in International Economics

Trends toward the globalization of economic activity create a need for a program that integrates the study of law with that of international economic and business issues. The Juris Doctor/Master of Science in International Economics degree program combines the study of law with that of international economics, institutions, markets, and trends. It is valuable for students who expect to practice law in fields requiring an understanding of the global economy.

- [International Economics/Law Joint Degree](#)

Joint Degree Requirements: 110 credits (80 Law School credits, 30 College of Arts & Sciences credits)

The joint degree program includes all core courses currently required of candidates for the JD degree. The MSIE component of the program requires the completion of 10 courses (30 credits). The program permits students to earn both degrees in four years (Law School Day Program) or five years (Law School Evening Program). Students may select from a number of tracks to start the program.

The faculty will advise students as to which courses they should complete each semester. Some suggested tracks are as follows:

JD/MSIE Day Division Track A

- Year 1: First-year Law School curriculum
- Year 2: Second-year Law School curriculum
- Year 3: Law/MSIE courses
- Year 4: Law/MSIE courses

JD/MSIE Division Track B

- Year 1: First-year Law School curriculum
- Year 2: MSIE courses
- Year 3: Law/MSIE courses
- Year 4: Law/MSIE courses

JD/MSIE Day Division Track C

Year 1: MSIE courses

Year 2: First-year Law School curriculum

Year 3: Law/MSIE courses

Year 4: Law/MSIE courses

JD/MSIE Evening Division

Year 1: First-year Law School curriculum

Year 2: Second-year Law School curriculum

Year 3: Third-year Law School curriculum

Year 4: MSIE courses

Year 5: Law/MSIE courses

The [Law School Curriculum and Requirements](#) are available on the Law School website.

Master of Science in International Economics Requirements (10 courses, 30 credits)

Required Courses (9 courses, 27 credits)

- **EC-710 Macroeconomics**

Credits:

3.00

Description:

Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year

- **EC-720 Applied Microeconomics**

Credits:

3.00

Description:

The application of mathematical techniques in microeconomics to solve managerial decision problems. The theory of the firm is used to integrate microeconomics with decision sciences using various business applications. Topics include optimization, economic theory of consumer and firm behavior, risk and uncertainty. A global view of managerial economics is taken to reflect the current globalization of production and distribution in the world . Normally offered every year.

- **EC-730 International Trade Theory & Policy**

Credits:

3.00

Description:

Analysis of the causes and consequences of international trade and international factor movements. Coverage of the neoclassical, the Heckscher-Ohlin and alternative theories of trade. Other topics include the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and the economics of integration.

- **EC-740 International Money and Finance**

Prerequisites:

EC 710

Credits:

3.00

Description:

Analysis of equilibrium in international financial markets; open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary Union. Prerequisite: EC 710. Normally offered every year.

- **EC-750 Applied Econometrics**

Credits:

3.00

Description:

A brief review of statistical methods including probability theory, estimation, and hypothesis testing. This background is used in the construction, estimation, and testing of econometric models. The consequences of a misspecified model, where the assumptions of a classical regression model are violated, are studied and the appropriate remedial measures are suggested. Other topics include dummy variables, binary choice models, and autoregressive models. Emphasis is on applied aspects of econometric modeling. There is extensive use of statistical software for data analyses. Normally offered every year.

• EC-755 Global Data Analysis

Prerequisites:

Pre-requisites: (EC 710 or EC 810) and (EC 750 or EC 850)

Credits:

3.00

Description:

The emphasis in this course is on the use and interpretation of real world economic and financial data. Emphasis is on hands-on experience of retrieving data from various databases and then using quantitative tools for analytical purposes. Major economic indicators, the behavior of developed and emerging equity markets, currency movements, sovereign risk, the determinants of international capital flows and international trade patterns will be studied. The course trains students in using economic and financial databases, applying quantitative statistical techniques and using econometric software packages that are employed in economic and financial analysis and marketing research. Prerequisites: EC 710 and EC 750. Normally offered every year.

• EC-760 Applied Time Series Methods

Prerequisites:

EC 750 or EC 850

Credits:

3.00

Description:

Modeling and forecasting with time series data. Various forecasting techniques, including the autoregressive moving average (ARMA) models are presented. These techniques are applied to a wide range of economic and financial data. The latter part of the course deals with other time series econometric issues such as testing for a unit root, ARIMA models, cointegration, and the ARCH/GARCH family of models.

Choose one of the following courses:

- **EC-785 Topics in Economics**

Prerequisites:

EC 710 or EC 810, and EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in economics. It is centered on the writing of a substantial research paper. The course includes a discussion of how to design an outline, conduct a literature review, build and estimate an economic model, collect data, and report the results clearly and correctly. Normally offered every year.

- **EC-786 Topics in International Economics**

Prerequisites:

EC 710 or EC 810, EC 720 or EC 820, and EC 750 or EC 850

Credits:

3.00

Description:

This seminar course considers issues of current and academic importance in international economics and finance. It is centered on the writing of a substantial research paper. The course includes a discussion of selecting a topic of the research paper, a literature review of the topic, building an analytical framework, determining estimation techniques, collection of data, presentation and analysis of estimation results, and a proper reporting of the completed paper. Prerequisites: EC 710, EC 720 and EC 750. Normally Offered every year.

Choose one of the following courses:

- **EC-742 Development Economics**

Credits:

3.00

Description:

Asks why some countries are poor and others are rich. Examines growth over the very long term. Macroeconomic issues include the role of stability, structural adjustment, savings, exchange rate policy, technology and its diffusion, and institutions. Microeconomic topics include demography, education, health, the analysis of poverty and inequality, microfinance, social capital and property rights. The special problems of post-war economic reconstruction. The course includes significant work with large household datasets. Normally offered every other year.

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

Elective Courses (1 course, 3 credits)

Choose either EC-790 (Internship) or one graduate-level course relevant to international economics and finance, subject to the program director's approval.

- **EC-790 Internship**

Prerequisites:

Permission of Graduate Director

Credits:

3.00

Description:

Field-related work in a government agency, research organization, financial institution or consulting company. Students will work under the supervision of the office where they are placed and of a faculty member. The internship will result in a written report on the outcome of the work performed.

Permission of Master's Program Director required. Normally offered every semester.

2014-2015 Archived Catalog Information

MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that results in combined MBA/JD degrees after four years of full-time study or five years of part-time study.

Degrees will be awarded when all degree requirements for both programs are fulfilled.

The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

13-14 Courses (MBA Portion Only)

40-43 Credits (MBA Portion Only)

*Refer to the Law School for the Law School Portion of your degree

Program Length

4 years of full-time study

5-6 years of part-time study

Required Introductory Course (1 Credit)

- SBS-600 Effective Career Planning

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses (24 Credits)

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Global Requirement Course (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Required Capstone Course (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

Electives (12 Credits)

Courses may be selected from among electives in the following areas: accounting, entrepreneurship, finance and managerial economics, healthcare administration, information systems, international business, marketing, organizational behavior, public administration and nonprofit management, strategic management, and taxation. No more than two courses may be in any one functional area. MBA Electives must be taken within the Sawyer Business School and be 800 or above. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

*One elective must be in the international business area

2014-2015 Archived Catalog Information

MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that results in combined MBA/JD degrees after four years of full-time study or five years of part-time study.

Degrees will be awarded when all degree requirements for both programs are fulfilled.

The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, who serves as the primary MBA advisor; or Sawyer Business School department chairs and faculty. The assistant director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

2014-2015 Archived Catalog Information

MBA/JD

Suffolk University Law School and the Sawyer Business School offer a joint program in law and business management that results in combined MBA/JD degrees after four years of full-time study or five years of part-time study.

Degrees will be awarded when all degree requirements for both programs are fulfilled.

The curriculum requirements of the MBA/JD program are determined by the respective schools. Currently, 112-115 credits are required; of these, 72 credits must be taken in required and elective law school courses and 40 to 43 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

In the MBA/JD, one core course may be waived, depending on educational background. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive a core course the following is required:

Successful completion of equivalent coursework at the undergraduate/graduate level in the seven years prior to MBA/JD matriculation with a grade of “B” or better.

A core course waiver is established upon entry to the MBA/JD. Students’ waiver questions/concerns must be addressed during the student’s first semester in the MBA/JD. A student receives academic credit for the core course waived, thereby reducing the total number of credits needed on the MBA side for the MBA/JD degree from 43 to 40.

Within the MBA/JD, only one core course may be waived. In some cases, MBA/JD students may be permitted to substitute a Sawyer Business School upper-level elective of equal credit for a core course, depending on their educational background. This will be determined and so noted on the Program of Study at the time of entry to the MBA/JD. Students may elect to take a proficiency exam to gain the one core course waiver and/or to gain a core course

substitution designation. Proficiency exams must be completed in the first semester in the MBA/JD program. MBA/JD students must complete a minimum of 40 credits in the Sawyer Business School.

2014-2015 Archived Catalog Information

MBA/MSA

The MBA/MSA is for those students seeking to develop a general management perspective and an advanced understanding of accounting and financial management. Graduates of the joint program are also prepared to earn professional qualification for either the CPA or the CMA exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

14 to 24 courses
40 to 69 credits

Program Length

16-28 months of full-time study
24-46 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work

in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses (24 Credits)

May be waived with credit.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy.

Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Note: If MBA 670 is not waived, substitute ACCT 865

If MBA 680 is not waived, substitute BLLS 800.

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

*Prerequisites: all MBA core courses except MBA 670 and MBA 680

MSA Preparation Courses* (6 Credits)

*May be waived with credit.

• ACCT-801 Graduate Financial Accounting II

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-804 Cost and Managerial Accounting

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

MSA Required Elective Courses (9 Credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

*May be waived for substitution.

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*These courses may be waived and another elective substituted at the discretion of the Director of Graduate Programs in Accounting.

Electives (15 Credits)

All electives must be taken within the Sawyer Business School and be 800-level or above. ACCT-802, ACCT-824 and ACIB-872 are required electives. Three MBA electives cannot be ACCT or ACIB. Beyond ACCT, no more than two electives in one functional area. Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

Required Capstones (6 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

2014-2015 Archived Catalog Information

MBA/MSA

The MBA/MSA is for those students seeking to develop a general management perspective and an advanced understanding of accounting and financial management. Graduates of the joint program are also prepared to earn professional qualification for either the CPA or the CMA exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, as well as their assigned academic advisor from the Accounting Department.

Upon enrollment, students in the MSA are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses. Additionally the Graduate Programs in Accounting Office is available to respond to any questions or concerns. The Graduate Programs in Accounting Office can be reached at 617.573.8641 or msa@suffolk.edu.

2014-2015 Archived Catalog Information

MBA/MSA

The MBA/MSA is for those students seeking to develop a general management perspective and an advanced understanding of accounting and financial management. Graduates of the joint program are also prepared to earn professional qualification for either the CPA or the CMA exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA core courses may be waived with credit. MSA preparation courses may be waived with credit. MSA core courses may be waived with substitution. Required MBA courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive an MBA core or MSA preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA/MSA matriculation ("B" or better). Exception: ACCT 801 will only be waived if a student has completed prior coursework at a U.S. university.

All waiver requests are evaluated upon a student's acceptance into the MBA/MSA Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA/MSA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester.

All MBA/MSA students must, however, complete a minimum of 40 credits (13 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA/MSA program. However, at the discretion of the MSA program director, accounting core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits may be considered for transfer.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA/MSA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/MSA. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA or MSA Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

2014-2015 Archived Catalog Information

MBA/MSF

The MBA/MSF program provides students with a broad-based managerial education and specialized expertise in the field of finance. The MBA/MSF degree can be completed with seven additional courses beyond the MBA degree. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

18 to 26 courses

52 to 76 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course (1 Credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including

the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

MBA Core Courses* (24 Credits)

*May be waived for credit.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy.

Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Global Requirement (3 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

*Prerequisites: all MBA core courses except MBA-670 and MBA-680.

MSF Required Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

• **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (24 Credits)

- 6 MBA electives (1 must be in the international business area)
- 2 Approved MSF electives

- All electives must be 800-level or above from the Sawyer Business School
- No more than 2 in a functional area
- Beyond the 2 approved MSF electives, no FIN or FNIB
- No P.AD or HLTH courses
- Elective offerings vary depending on semester and location (Boston campus, North Campus, online).

Required MBA Capstone (3 Credits)

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi- functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environ- mental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

2014-2015 Archived Catalog Information

MBA/MSF

The MBA/MSF program provides students with a broad-based managerial education and specialized expertise in the field of finance. The MBA/MSF degree can be completed with seven additional courses beyond the MBA degree. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, as well as their assigned academic advisor from the Finance Department.

Upon enrollment, students in the Graduate Programs in Finance are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses. In addition to this, the Graduate Programs in Finance Office is available to respond to any questions or concerns especially those regarding your program "track." The Graduate Programs in Finance Office can be reached at 617.573.8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

MBA/MSF

The MBA/MSF program provides students with a broad-based managerial education and specialized expertise in the field of finance. The MBA/MSF degree can be completed with seven additional courses beyond the MBA degree. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA core courses may be waived with credit. Required MBA courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive an MBA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA/MSF matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSF Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA/MSF degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester.

All MBA/MSF students must, however, complete a minimum of 52 credits (17 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA/MSF program. However, at the discretion of the MSF program director, MSF required core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits may be considered for transfer.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA/MSF students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/MSF. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA or MSA Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

2014-2015 Archived Catalog Information

MBA/MST

The MBA/MST allows students to develop a deep expertise in taxation and a sound grasp of general management. The joint program prepares students for high-level careers in tax consulting and advising, particularly in a corporate or trust context. Students who possess a CPA, or who are preparing to become professionally qualified, are likely to find this an especially attractive option.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

15 to 25 courses

43 to 73 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

MBA Core Courses* (24 Credits)

*May be waived with credit.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Accounting Preparation Courses (6 Credits)

*May be waived with credit.

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACCT-802 Graduate Financial Accounting III

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*May be waived for substitution.

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

2014-2015 Archived Catalog Information

MBA/MST

The MBA/MST allows students to develop a deep expertise in taxation and a sound grasp of general management. The joint program prepares students for high-level careers in tax consulting and advising, particularly in a corporate or trust context. Students who possess a CPA, or who are preparing to become professionally qualified, are likely to find this an especially attractive option.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with the assistant director of MBA Programs, as well as Professor James Angelini, academic director of the MST Program.

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, Academic Director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617.573.8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini especially when choosing elective courses. The Graduate Programs in Taxation Office is available to respond to any questions or concerns. The Graduate Programs in Taxation Office can be reached at 617.573.8641 or mst@suffolk.edu.

2014-2015 Archived Catalog Information

MBA/MST

The MBA/MST allows students to develop a deep expertise in taxation and a sound grasp of general management. The joint program prepares students for high-level careers in tax consulting and advising, particularly in a corporate or trust context. Students who possess a CPA, or who are preparing to become professionally qualified, are likely to find this an especially attractive option.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA core courses may be waived with credit. Accounting preparation courses may be waived with credit. Tax required courses may be waived with substitution. Required MBA Courses (SBS 600, MBA 780 and MBA 800) cannot be waived.

To waive an MBA core or accounting preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA/MST matriculation ("B" or better).

All waiver requests are evaluated upon a student's acceptance into the MBA/MST Program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA/MST degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester.

All MBA/MST students must, however, complete a minimum of 43 credits (14 courses and SBS 600) in the Sawyer Business School.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA/MST students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/MST. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA or MST Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA/MST program. However, at the discretion of the MST program director, tax required courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits may be considered for transfer.

2014-2015 Archived Catalog Information

MPA/JD

The MPA/JD is designed for students interested in integrating professional education in law with public administration. Students have a choice of two curriculum tracks to follow and should contact the Institute for Public Service (mpa@suffolk.edu) for assistance selecting the right track to fit their schedule. Full-time students may register for a maximum of 15 combined credits per semester.

Admission Requirements

Students applying to this program must meet the admission requirements for both the MPA and the JD programs.

Curriculum Requirements

The requirements for the MPA/JD program are determined by the respective schools. The MPA/JD degree will be granted upon completion of 110-credit semester hours of work: 80-credit hours are completed in the Law School and a minimum of 30-credit hours are completed in the Sawyer Business School's MPA curriculum.

All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree program.

- [Curriculum](#)

Programs of Study

Specific programs and course selections are arranged through each respective School. Curricula requirements are arranged by year according to the following schedule.

MPA Curriculum (For Full-Time Students)

Students may follow one of two academic tracks, either completing their MPA requirements or their JD requirements first. Below are the MPA requirements for this program. Please contact the Suffolk Law School for more information on the required Law courses.

- **P.AD-711 Foundations of Public Service and Administration**

Credits:

3.00

Description:

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- **P.AD-712 Information Based Management**

Credits:

3.00

Description:

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

- **P.AD-713 Managing Financial Resources**

Credits:

3.00

Description:

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical

linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

- **P.AD-716 Public Service Human Resource Management**

Credits:

3.00

Description:

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

- **P.AD-717 Organizational Change**

Credits:

3.00

Description:

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

Spring Semester (12-15 Credits)

- **P.AD-715 Quantitative Analysis**

Prerequisites:

PAD 712

Credits:

3.00

Description:

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

- **P.AD-718 Leadership Strategies for an Interconnected World**

Credits:

3.00

Description:

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experience in the leadership role.

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical

action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

And two Public Management electives

Students with no professional experience are required to take PAD 858 Internship, which will count as one of your two electives.

It is important that joint-degree students work with advisors in both academic programs to ensure successful completion of both programs.

2014-2015 Archived Catalog Information

MPA/MS Crime and Justice Studies

The MSCJS/MPA Program is designed for the public safety professional.

Students must meet the admission criteria in each program. Upon completion of all MPA and MSCJS requirements students receive two degrees.

This 18-course program consists of:

- 6 required MPA courses (18 electives)
- 4 MPA electives (12 credits)
- 4 required CJS courses (12 credits)
- 4 CJS electives (12 credits)
- [Public Administration/Crime & Justice Studies Joint Degree](#)

Degree Requirements: 18 courses, 54 credits

MPA Required Courses (18 credits, 6 courses)

- P.AD-711 Foundations of Public Service and Administration

Credits:

3.00

Description:

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- **P.AD-713 Managing Financial Resources**

Credits:

3.00

Description:

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

- **P.AD-716 Public Service Human Resource Management**

Credits:

3.00

Description:

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

- **P.AD-717 Organizational Change**

Credits:

3.00

Description:

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

- **P.AD-718 Leadership Strategies for an Interconnected World**

Credits:

3.00

Description:

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

• P.AD-890 Strategic Management

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

MPA Electives (12 credits, 4 courses)

Choose any 4 PAD courses at the 800- or 900-level elective courses.

Students must complete 30 credit hours in the Institute for Public Service; PAD and CJS electives are not interchangeable.

Students with no professional public management experience must take:

- **P.AD-859 Public Service Internship**

Prerequisites:

Registration requires professor's approval

Credits:

3.00

Description:

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

Type:

MBA Public Management

P.AD-859 will count as an elective.

Students who take CJ-786 or CJ-787 do not need to take PAD-859 and can take an additional MPA elective.

Students are required to meet with their CJS faculty advisor prior to registering for classes. It is recommended that students meet with their faculty advisor in each department when determining their program.

Crime & Justice Studies Required Courses (12 Credits, 4 Courses)

- **CJ-681 Crime and Communities**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice

system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

Term:

Offered Spring Term

- **CJ-701 Seminar in Crime & Justice**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

Term:

Offered Fall Term

- **CJ-702 Research Methods**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

Term:

Offered Fall Term

- **CJ-709 Quantitative Analysis**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Term:

Offered Spring Term

Crime & Justice Studies Electives (12 Credits, 4 Courses)

Choose four of the following courses:

- **CJ-657 Perspectives on Drug Policy**

Credits:

3.00

Description:

This seminar will explore the challenge of creating effective community responses to the problems of substance abuse, with a special focus on substance abuse in urban poverty areas. Readings will be drawn from the literature of history, psychology, urban ethnography, public health and law. The course will first place drug policy decisions in an historical and empirical framework. After considering special topics related to this framework - racial issues in anti-drug law enforcement, the challenges of creating partnerships among public sector agencies and the community, emerging concepts of addiction, the social demographics of drug use in diverse community contexts - this course will focus on the process of local strategy development, implementation and success measurement. Finally, the course will consider the issues raised in the integration of local and national strategies.

Term:

Occasional

- **CJ-683 Policing in America**

Credits:

3.00

Description:

A sociological examination of contemporary police systems. Attention will be devoted to controversial topics in American policing and will involve comparative analyses with policing in other societies. The major focus of the course is around the relationship of the police and the public. Some examples of topics areas are: policing multicultural populations; managing police discretion; ethnic and gender relations among police personnel; and the rights of defendants.

Term:

Occasional

- **CJ-685 Seminar in Corrections**

Prerequisites:

3 credits

Credits:

3.00

Description:

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

Term:

Occasional

- **CJ-686 Seminar in Juvenile Justice**

Credits:

3.00

Description:

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

Term:

Occasional

- **CJ-687 Justice & the Community Courts**

Credits:

3.00

Description:

This course examines, from the perspective of a working judge, the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course

examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-691 Intimate Violence & Sexual Assault**

Credits:

3.00

Description:

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

Term:

Offered Fall Term

- **CJ-692 Criminal Justice Policy**

Credits:

3.00

Description:

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

Term:

Occasional

- **CJ-694 Critical Victimology**

Credits:

3.00

Description:

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in restorative justice will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

Term:

Offered Spring Term

- **CJ-698 Community-Based Responses to Violence Against Women**

Credits:

3.00

Description:

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of

antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which I have loosely grouped together as community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

- **CJ-704 Legal Issues in Criminal Justice System**

Credits:

3.00

Description:

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

Term:

Offered Both Fall and Spring

- **CJ-705 Class, Race, Gender & Justice**

Credits:

3.00

Description:

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

Term:

Occasional

- **CJ-731 Youth Programming**

Credits:

3.00

Description:

This semester provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

Term:

Occasional

- **CJ-734 Youth Gangs**

Credits:

3.00

Description:

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

Term:

Occasional

- **CJ-783 Practicum in Crime & Justice Studies I**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

• CJ-784 Practicum in Crime & Justice Studies II

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

• CJ-910 Independent Study

Credits:

3.00

Description:

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

Term:

Offered Both Fall and Spring

2014-2015 Archived Catalog Information

MPA/MS in Mental Health Counseling

The MPA/MSMHC joint degree program meets the needs of public and private sector human service workers who wish to strengthen their direct service skills and succeed in a leadership role in a human service organization.

Students must meet the admissions criteria in each program. Upon completion of all MPA and MSMHC requirements, students receive two degrees.

This 20-course program consists of:

- 8 required MPA courses (24 credits)
- 2 MPA electives (6 credits)
- 6 required Counseling courses (18 credits)
- 4 Counseling electives (12 credits)
- [MPA/Mental Health Counseling Joint Degree](#)

Degree Requirements: 20 courses, 60 credits

Required MPA Courses (8 courses, 24 credits)

- P.AD-711 Foundations of Public Service and Administration

Credits:

3.00

Description:

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- P.AD-712 Information Based Management

Credits:

3.00

Description:

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

- P.AD-713 Managing Financial Resources

Credits:

3.00

Description:

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

- P.AD-715 Quantitative Analysis

Prerequisites:

PAD 712

Credits:

3.00

Description:

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

- **P.AD-716 Public Service Human Resource Management**

Credits:

3.00

Description:

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

- **P.AD-717 Organizational Change**

Credits:

3.00

Description:

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

- **P.AD-718 Leadership Strategies for an Interconnected World**

Credits:

3.00

Description:

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

MPA Electives (2 courses, 6 credits)

Choose from any P.AD 800- or 900-level courses

Students must complete 30 credit hours in the Institute for Public Service; P.AD and COUNS electives are not interchangeable.

Students with no professional public management experience must take P.AD-859 Public Service Internship. (This will count as an elective.) Students who take COUNS-738 or COUNS-739 do not need to take P.AD-859 and can take an additional MPA elective.

Counseling Required Courses (6 courses, 18 credits)

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-716 Psychological Diagnosis**

Prerequisites:

TAKE COUNS-717

Credits:

3.00

Description:

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

- **COUNS-717 Introduction to Psychological Testing**

Prerequisites:

COUNS-713(may be taken concurrently)

Credits:

3.00

Description:

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

- **COUNS-737 Counseling Skills Lab**

Prerequisites:

Take COUNS-713;

Credits:

3.00

Description:

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

- **COUNS-738 Mental Health Counseling Practicum I**

Prerequisites:

Take COUNS-713 COUNS-737;

Credits:

3.00

Description:

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

- **COUNS-739 Mental Health Counseling Practicum II**

Prerequisites:

Take COUNS-738

Credits:

3.00

Description:

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

Counseling Electives (4 courses, 12 credits)

- **COUNS-710 Introduction to School Counseling**

Credits:

3.00

Description:

The foundation course for those enrolled in the school counseling program. The philosophical, historical, and theoretical foundations for school counseling are investigated, as well as the varied roles and functions of the school counselor. Forty (40) field-based observation hours are required. Normally offered yearly.

- **COUNS-712 Life Span Development**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-725 Forensic Psychological Assessment**

Prerequisites:

COUNS-717;

Credits:

3.00

Description:

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

- **COUNS-726 Family Therapy**

Credits:

3.00

Description:

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-728 Professional Orientation: Ethical/ Legal Issues**

Credits:

3.00

Description:

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-730 Diagnosis & Treatment for Personality Disorders**

Credits:

3.00

Description:

A theoretical exploration of the nature of personality, a review of the DSM-IV criteria for diagnosing personality disorders and an examination of current treatment approaches.

- **COUNS-732 Psychological Disorders of Childhood & Adolescence**

Credits:

3.00

Description:

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-751 Domestic Violence, Abuse & Neglect**

Credits:

3.00

Description:

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

- **COUNS-910 Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

2014-2015 Archived Catalog Information

MPA/MS in Political Science

The Institute for Public Service, in conjunction with the Government department in the College of Arts & Sciences, offers a joint degree program in public administration and political science.

Students must meet the admission criteria for each program. Upon completion of all MPA and MSPS requirements, students receive two degrees.

This 18-course (54 credits) program consists of:

- 8 required MPA courses (24 credits)
- 2 MPA electives (6 credits)
- 5 required Government (Political Science) courses (15 credits)
- 3 Government (Political Science) electives (9 credits)
- [Public Administration/Political Science Joint Degree](#)

Degree Requirements: 18 courses, 54 credits

MPA Requirements (8 courses, 24 credits)

- P.AD-711 Foundations of Public Service and Administration

Credits:

3.00

Description:

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- P.AD-713 Managing Financial Resources

Credits:

3.00

Description:

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

- P.AD-715 Quantitative Analysis

Prerequisites:

PAD 712

Credits:

3.00

Description:

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

- P.AD-716 Public Service Human Resource Management

Credits:

3.00

Description:

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

- **P.AD-717 Organizational Change**

Credits:

3.00

Description:

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

- **P.AD-718 Leadership Strategies for an Interconnected World**

Credits:

3.00

Description:

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

- **P.AD-810 Public Sector Admin Law**

Credits:

3.00

Description:

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

- **P.AD-890 Strategic Management**

Prerequisites:

Restricted to students that have completed 30 credits.

Credits:

3.00

Description:

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Type:

MBA Public Management

Students must take GVT-776, GVT-777 or GVT-778 prior to taking P.AD-715.

MPA Electives (2 courses, 6 credits)

Select any 2 P.AD 800- or 900-level elective courses

Students must complete 30 credit hours in the Institute for Public Service; P.AD and GVT electives are not interchangeable.

Students with no professional public management experience must take P.AD-859 Public Service Internship (this will count as an elective). Students who take GVT-723 do not need to take P.AD-859 and can take an additional MPA elective.

Students should meet with their faculty advisor in both programs when determining their program.

MS in Political Science Requirements (5 courses, 15 credits)

Choose 5 Political Science/Government courses.

- **GVT-723 Graduate Internship**

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

- **GVT-747 Seminar in Legislation & Lobbying**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar. Prerequisites: Open to graduate students only; at least one previous course in legislatures or interest groups, or consent of the instructor.

- **GVT-755 Seminar Campaigns & Elections**

Prerequisites:

At least one course in elections, voting behavior, or political parties.

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

- **GVT-772 Ethical Issues in Professional Politics**

Credits:

3.00

Description:

Core course for the Professional Politics Concentration. The purpose of campaigns is to win, while the purpose of elections is to maintain democracy. This course will focus on the tension between these two goals, on the assumption that a healthy democracy needs a well-developed ethical sense among political professionals. The course will combine consideration of fundamental ethical principles with class discussion of hard cases. Each student will be asked to study a case and present it to the class.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

International Relations Track

- **GVT-723 Graduate Internship**

Credits:

3.00

Description:

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

- **GVT-761 Seminar: International Relations Theory**

Prerequisites:

OPEN TO GRADUATE STUDENTS ONLY

Credits:

3.00

Description:

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

- **GVT-763 International Political Economy**

Credits:

3.00

Description:

This course introduces students to the study of international political economy (IPE). It addresses the interactive relationship between politics and economics in the historical and contemporary international system by exploring the effect of political factors on international economic relations as well as the impact of economic factors on domestic and international politics.

- **GVT-765 Global Public Policy Relations**

Credits:

3.00

Description:

This course will focus on three main areas: a) United Nations and NGOs; b) Current Relevant Issues, and c) Regions, examining current issues and debates in each area. The courses is team-taught by full-time faculty specializing in each area.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

Core course for the MS in Political Science, Professional Politics, and International Relations tracks. The aim of this course is to give students the ability to conduct their own research of others, with an emphasis on topics relevant to professional politics, public policy, and international relations. Both qualitative and quantitative methods will be covered, including comparative case studies, archival research, field work and interviews, and multivariate analysis.

Political Science/Government Electives (3 courses, 9 credits)

Choose any 3 Government courses.

2014-2015 Archived Catalog Information

MS in Crime and Justice Studies/MS in Mental Health Counseling

The 60-credit joint Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling (MSCJS/MSMHC) program consists of 20 courses; 8 in the Crime and Justice Studies Program (MSCJS) and 12 in the Mental Health Counseling Program (MSMHC). This degree meets the needs of public and private sector workers who wish to strengthen their direct service skills in the increasingly interdependent areas of mental health, human services, and crime and justice. Students must meet the admissions requirements for both programs and declare this joint degree during the first year of matriculation. Degrees will not be awarded until all degree requirements for both degrees are fulfilled.

- [Crime & Justice Studies/Mental Health Counseling Joint Degree](#)

Crime & Justice Studies Courses: 8 courses, 24 credits

Required Core Courses (3 courses, 9 credits)

- **CJ-681 Crime and Communities**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

Term:

Offered Spring Term

- **CJ-701 Seminar in Crime & Justice**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

Term:

Offered Fall Term

- **CJ-709 Quantitative Analysis**

Credits:

3.00

Description:

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Term:

Offered Spring Term

Electives (5 courses, 15 credits)

Choose five of the following courses:

- **CJ-657 Perspectives on Drug Policy**

Credits:

3.00

Description:

This seminar will explore the challenge of creating effective community responses to the problems of substance abuse, with a special focus on substance abuse in urban poverty areas. Readings will be drawn from the literature of history, psychology, urban ethnography, public health and law. The course will first place drug policy decisions in an historical and empirical framework. After considering special topics related to this framework - racial issues in anti-drug law enforcement, the challenges of creating partnerships among public sector agencies and the community, emerging concepts of addiction, the social demographics of drug use in diverse community contexts - this course will focus on the process of local strategy development, implementation and success measurement. Finally, the course will consider the issues raised in the integration of local and national strategies.

Term:

Occasional

• CJ-683 Policing in America

Credits:

3.00

Description:

A sociological examination of contemporary police systems. Attention will be devoted to controversial topics in American policing and will involve comparative analyses with policing in other societies. The major focus of the course is around the relationship of the police and the public. Some examples of topics areas are: policing multicultural populations; managing police discretion; ethnic and gender relations among police personnel; and the rights of defendants.

Term:

Occasional

• CJ-685 Seminar in Corrections

Prerequisites:

3 credits

Credits:

3.00

Description:

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

Term:

Occasional

- **CJ-686 Seminar in Juvenile Justice**

Credits:

3.00

Description:

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

Term:

Occasional

- **CJ-687 Justice & the Community Courts**

Credits:

3.00

Description:

This course examines, from the perspective of a working judge, the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such

as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

- **CJ-688 Restorative Justice**

Credits:

3.00

Description:

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

Term:

Offered Spring Term

- **CJ-691 Intimate Violence & Sexual Assault**

Credits:

3.00

Description:

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

Term:

Offered Fall Term

- **CJ-692 Criminal Justice Policy**

Credits:

3.00

Description:

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

Term:

Occasional

- **CJ-694 Critical Victimology**

Credits:

3.00

Description:

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in restorative justice will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

Term:

Offered Spring Term

- **CJ-695 Special Topics**

Credits:

3.00

Description:

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

Term:

Offered Both Fall and Spring

- **CJ-698 Community-Based Responses to Violence Against Women**

Credits:

3.00

Description:

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which I have loosely grouped together as community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

- **CJ-704 Legal Issues in Criminal Justice System**

Credits:

3.00

Description:

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc..), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

Term:

Offered Both Fall and Spring

• CJ-705 Class, Race, Gender & Justice

Credits:

3.00

Description:

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

Term:

Occasional

• CJ-731 Youth Programming

Credits:

3.00

Description:

This semester provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

Term:

Occasional

- **CJ-734 Youth Gangs**

Credits:

3.00

Description:

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

Term:

Occasional

- **CJ-783 Practicum in Crime & Justice Studies I**

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one

semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

Term:

Offered Both Fall and Spring

• CJ-784 Practicum in Crime & Justice Studies II

Prerequisites:

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

Credits:

3.00

Description:

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

Term:

Offered Both Fall and Spring

• CJ-786 Internship in Crime & Justice Studies I

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3 credits.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **CJ-787 Internship in Crime & Justice Studies II**

Prerequisites:

Permission of the director must be obtained prior to arranging an internship.

Credits:

3.00

Description:

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

Term:

Offered Both Fall and Spring

- **CJ-910 Independent Study**

Credits:

3.00

Description:

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

Term:

Mental Health Counseling Courses: 12 courses, 36 credits

Required Core Courses (2 courses, 6 credits)

- **COUNS-712 Life Span Development**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

- **COUNS-715 Methods of Research**

Credits:

3.00

Description:

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

Concentration Requirements (6 courses, 18 credits)

- **COUNS-713 Counseling: Theory & Practice**

Prerequisites:

Restricted to Mental Health Counseling students

Credits:

3.00

Description:

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

- **COUNS-716 Psychological Diagnosis**

Prerequisites:

TAKE COUNS-717

Credits:

3.00

Description:

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

- **COUNS-717 Introduction to Psychological Testing**

Prerequisites:

COUNS-713(may be taken concurrently)

Credits:

3.00

Description:

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

- **COUNS-737 Counseling Skills Lab**

Prerequisites:

Take COUNS-713;

Credits:

3.00

Description:

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

- **COUNS-738 Mental Health Counseling Practicum I**

Prerequisites:

Take COUNS-713 COUNS-737;

Credits:

3.00

Description:

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

- **COUNS-739 Mental Health Counseling Practicum II**

Prerequisites:

Take COUNS-738

Credits:

3.00

Description:

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

Electives (4 courses, 12 credits)

Choose four of the following courses:

- **COUNS-710 Introduction to School Counseling**

Credits:

3.00

Description:

The foundation course for those enrolled in the school counseling program. The philosophical, historical, and theoretical foundations for school counseling are investigated, as well as the varied roles and functions of the school counselor. Forty (40) field-based observation hours are required. Normally offered yearly.

- **COUNS-714 Psychology of Career Development**

Credits:

3.00

Description:

A survey of various theories of vocational choice and development, and strategies for the implementation of vocational counseling in the school, agency, or business/industrial setting. Concepts of work, vocational concerns of women and minorities and other major issues also investigated.

- **COUNS-725 Forensic Psychological Assessment**

Prerequisites:

COUNS-717;

Credits:

3.00

Description:

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

- **COUNS-726 Family Therapy**

Credits:

3.00

Description:

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

- **COUNS-727 Substance Abuse & Treatment**

Credits:

3.00

Description:

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

- **COUNS-728 Professional Orientation: Ethical/ Legal Issues**

Credits:

3.00

Description:

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

- **COUNS-729 Human Sexuality Seminar**

Credits:

3.00

Description:

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

- **COUNS-732 Psychological Disorders of Childhood & Adolescence**

Credits:

3.00

Description:

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

- **COUNS-733 Counseling Diverse Populations**

Credits:

3.00

Description:

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

- **COUNS-735 Group Counseling**

Credits:

3.00

Description:

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

- **COUNS-910 Independent Study**

Credits:

1.00- 3.00

Description:

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

2014-2015 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique joint degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the study of strategic management.

As a graduate, you'll meet all requirements to sit for the Uniform CPA exam in Massachusetts.

- [MSA/MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA/MSF Curriculum

18-26 Courses

52-76 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-

hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Management Preparation Courses (18 Credits)

May be waived with credit

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting,

inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial

condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this

course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Accounting Preparation Courses – (6 Credits)

May be waived with credit

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Accounting Core Courses (9 Credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACIB-872 International Accounting**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect

performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

MBA International Business, MBA Accounting

Finance Core Courses (12 Credits)

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Additional Core Courses (6 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

OR

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

&

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

OR

• ACCT-825 Advanced Topics in Managerial Accounting

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Elective Courses (12 Credits)

Must be a Sawyer Business School course of an 800-level or higher. At least two electives must be FIN or FNIB. Students planning to take the Uniform CPA Examination must choose ACCT 805 as an elective.

Integrative Global and Capstone Courses (12 Credits)

Courses should be taken as late in the program as possible.

- **MBA-800 Strategic Management**

Prerequisites:

All MBA core courses and MBA 780 Students seeking special permission to take MBA 800 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

OR

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique joint degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the study of strategic management.

As a graduate, you'll meet all requirements to sit for the Uniform CPA exam in Massachusetts.

- [MSA/MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students in the MSA Program are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives.

Upon enrollment, students in the Graduate Programs in Finance are assigned an academic advisor from the Finance Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives.

Contact the Graduate Programs in Accounting & Finance Office with any questions or concerns: 617-573-8641, msa@suffolk.edu, or msf@suffolk.edu.

2014-2015 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique joint degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the study of strategic management.

As a graduate, you'll meet all requirements to sit for the Uniform CPA exam in Massachusetts.

- [MSA/MSF Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Management preparation courses may be waived with credit. Accounting preparation courses may be waived with credit. Accounting core courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MSA/MSF Program and are waived during the student's first semester.

To waive a management preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSA/MSF matriculation ("B" or better). Exception: To waive MBA 640, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA/MSF matriculation ("B" or better). To waive an accounting preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA/MSF matriculation ("B" or better). Exception: ACCT 801 will only be waived if a student has completed prior coursework at a U.S. university.

All MSA/MSF students must complete a minimum of 52 credits (17 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSA/MSF program. However, at the discretion of the program director, accounting core courses or finance core courses may not be transferred if the subject material has changed significantly

since completion. A maximum of six credits of elective, accounting core, or finance core courses may be considered for transfer.

2014-2015 Archived Catalog Information

MSA/MST

The MSA/MST joint degree program prepares students for successful professional careers in accounting, tax, and financial management in several contexts. The program provides concepts, technical knowledge, and skills for immediate effectiveness.

The subject matter of the program is presented in a strategic framework that prepares graduates to function effectively as advisors to or members of senior management teams. The program allows students to develop a broad knowledge of taxation and enhanced expertise in the practice of taxation and tax advising along with an indepth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the Uniform CPA Examination in Massachusetts.

- [MSA/MST Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA/MST Curriculum

19-27 Courses

55-79 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course

- **MBA-600 Effective Career Planning**

Credits:

1.00

Description:

A hands-on behavioral simulation run in teams, this course highlights the interpersonal dynamics that occur between people as they address strategic and operating issues; issues that often involve departmental interdependencies, power relationships, and judgment. MBA 600 emphasizes experiential learning through doing. Working in teams, students assume different roles in the organization. Each role contains extensive information on past business decisions and correspondence on current issues, problem symptoms, and decision situations.

Type:

MBA & Global MBA Required

Management Preparation Courses (18 Credits)

May be waived with credit

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

• MBA-650 Value Based Financial Management

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

Accounting Preparation Courses (6 Credits)

May be waived with credit

- **ACCT-801 Graduate Financial Accounting II**

Prerequisites:

ACCT-800 or MSA Program Director permission

Credits:

3.00

Description:

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-804 Cost and Managerial Accounting**

Credits:

3.00

Description:

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing, and variance analysis. Students learn how to work with multiple products; standard mix and mix variances; joint and by-product costing; measurement and control of overhead costs; and constructing operating, working capital, and capital budgets. Students study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

Accounting Core Courses (12 Credits)

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

ACCT-801 or MSA Program Director permission

Credits:

3.00

Description:

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

Term:

Offered Both Fall and Spring

Type:

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 or program director approval

Credits:

3.00

Description:

Explores the assessment of corporate strategy in respect to creation and retention of value, identification and management of risk, and valuation of companies and financial securities. Students develop a framework for analyzing corporate performance and projecting future performance, assessing quality of accounting and disclosure, and examining research relevant to financial reporting and analysis and equity prices in the public financial markets.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

- **ACCT-825 Advanced Topics in Managerial Accounting**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

Evaluates the importance of financial information in developing corporate strategies and assessing key performance areas. Students develop a framework to design accounting systems that comply with the corporate strategy and help managers to identify key performance indicators. Students

learn how to balance financial and non-financial performance measures. Students also research and study organizational issues around the link between managerial incentives and performance measures.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• **ACCT-865 Accounting Information Systems**

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

*ACCT-865 may be waived and an elective substituted

Tax Core Courses (18 Credits)

May be waived and an elective substituted

- **TAX-801 Issues in Federal Taxation I**

Credits:

3.00

Description:

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

Type:

MBA Tax

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-863 Tax of Pass-Through Entities**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 and TAX-861

Credits:

3.00

Description:

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

Electives (12 Credits)

Students select four (4) electives from tax, accounting, or any other 800-level course offered in the Sawyer Business School, provided prerequisites are met. At least two electives must be TAX.

Students planning to take the Uniform CPA Examination must choose ACCT 805 as an elective.

Integrative Global and Capstone Courses (12 Credits)

- **MBA-780 Managing in Global Environment**

Prerequisites:

All MBA core courses except MBA 670 and MBA 680 Students seeking special permission to take MBA 780 (concurrent with pre-req, above capacity, etc.) should contact the MBA Programs office at 617-573-8306

Credits:

3.00

Description:

This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international; the multinational firm and its business functions.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Required

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802 or program director approval

Credits:

3.00

Description:

Addresses the leadership skills and knowledge required to serve effectively as senior financial professionals in a challenging global economy. Understanding various leadership styles and their effect on accounting is a key component of this course. We examine accounting policy making and the standard setting process. Discussion includes the roles of the SEC, AICPA, FAF and FASB and also shadow policy makers such as Congress and Political Action Committees and their respective roles in creating accounting policy and practice. Students demonstrate and hone their leadership skills by making presentations to professional panelists on current issues facing the accounting profession.

Term:

Offered Both Fall and Spring

Type:

MBA Accounting

• ACIB-872 International Accounting

Prerequisites:

ACCT-800 or MBA-640

Credits:

3.00

Description:

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

Type:

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course

Credits:

3.00

Description:

Covers policy considerations in the development of proposed tax legislation. Examines tax policy issues in relation to empirical, political, and legal studies. Explores the tax legislative process.

Term:

Offered Both Fall and Spring

Type:

MBA Tax

*MBA-780 may be waived and an elective substituted.

2014-2015 Archived Catalog Information

MSA/MST

The MSA/MST joint degree program prepares students for successful professional careers in accounting, tax, and financial management in several contexts. The program provides concepts, technical knowledge, and skills for immediate effectiveness.

The subject matter of the program is presented in a strategic framework that prepares graduates to function effectively as advisors to or members of senior management teams. The program allows students to develop a broad knowledge of taxation and enhanced expertise in the practice of taxation and tax advising along with an indepth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the Uniform CPA Examination in Massachusetts.

- [MSA/MST Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, MSA students are assigned an academic advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective.

Students in the Graduate Programs in Taxation are assigned Professor James Angelini, academic director of the MST Program, as their academic advisor. Professor Angelini can be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and goals with Professor Angelini, especially when choosing electives.

Contact the Graduate Programs in Accounting & Taxation Office with any questions or concerns: 617-573-8641, msa@suffolk.edu, or mst@suffolk.edu.

2014-2015 Archived Catalog Information

MSA/MST

The MSA/MST joint degree program prepares students for successful professional careers in accounting, tax, and financial management in several contexts. The program provides concepts, technical knowledge, and skills for immediate effectiveness.

The subject matter of the program is presented in a strategic framework that prepares graduates to function effectively as advisors to or members of senior management teams. The program allows students to develop a broad knowledge of taxation and enhanced expertise in the practice of taxation and tax advising along with an indepth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the Uniform CPA Examination in Massachusetts.

- [MSA/MST Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Management preparation courses may be waived with credit. Accounting preparation courses may be waived with credit. Accounting core courses may be waived with substitution of an elective. Taxation core courses may be waived with an elective substituted. All waiver requests are evaluated upon a student's acceptance into the MSA/MST Program and are waived during the student's first semester.

To waive a management preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSA/MST matriculation ("C" or better). Exception: To waive MBA 640, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA/MST matriculation ("B" or better). To waive an accounting preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSA/MST matriculation ("B" or better). Exception: ACCT 801 will only be waived if a student has completed prior coursework at a US University.

All MSA/MST students must complete a minimum of 55 credits (18 courses and SBS 600) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSA/MST program. However, at the discretion of the program director, accounting core courses or taxation core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective, accounting core, or taxation core courses may be considered for transfer.

2014-2015 Archived Catalog Information

MSF/JD

The Master of Science in Finance/Juris Doctor (MSF/JD) prepares graduates to be successful in a world where legal and business matters are increasingly connected. Today's successful attorneys need to have the skills to address both the legal and financial impacts of a decision. The MSF/JD is ideal for candidates seeking an education grounded in both law and finance that prepares graduates to respond to the complexities of today's business environment.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

11-14 Courses (MSF Portion Only)

31-40 Credits

*Refer to the Law School for the Law School Portion of your degree

Program Length

4 years of full-time study

5-6 years of part-time study

Required Introductory Course (1 credit)

- **SBS-600 Effective Career Planning**

Credits:

1.00

Description:

SBS 600 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-

hand the many complexities of business and the role of top managers. To accomplish this, SBS 600 is composed of several distinct parts, including the completion of a self-assessment instrument and their own written career development plan. In the campus sections of SBS 600, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation. In the online sections, students will conduct a 360 degree evaluation to provide feedback.

Type:

MBA & Global MBA Required

Required Prerequisite Courses (12 Credits)

May be waived based upon prior academic work.

- **MBA-622 Operations & Data Analysis**

Credits:

3.00

Description:

This course covers topics of operations management in the services, manufacturing and distribution industries while introducing statistics and quantitative analytic tools relevant to all functional areas. Applications include supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, simulation, and regression analysis.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-630 Economic Analysis for Managers**

Credits:

3.00

Description:

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

Explores the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.

Type:

MBA & Global MBA Core

- **MBA-650 Value Based Financial Management**

Prerequisites:

MBA-622, MBA-630 and MBA-640 or ACCT-800;

Credits:

3.00

Description:

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Elective Prerequisite Course (3 Credits)

Select one (1) course from this group if none are waived. This course can be taken at any point during program of study. If comparable business law courses are taken as part of your JD degree, this section may be waived. Contact the Graduate Programs in Finance Office for information and advising.

- **MBA-610 Organizational Behavior**

Credits:

3.00

Description:

This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people's attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.

Type:

MBA & Global MBA Core

- **MBA-660 Marketing: the Challenge of Managing Value**

Credits:

3.00

Description:

Marketing is changing - constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers Marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we will examine current marketing theory as it is being shaped by forward thinking academics and new developments in today's business practices. This course provides students with a strong foundation in marketing principles and practices required in upper level elective courses.

Type:

MBA & Global MBA Core

- **MBA-670 Information Management for Competitive Advantage**

Credits:

3.00

Description:

This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

- **MBA-680 Managing in the Ethical & Legal Environment**

Credits:

3.00

Description:

Uses multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives. Surveys the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping

the global marketplace both to create and limit competitive opportunities.

Term:

Offered Both Fall and Spring

Type:

MBA & Global MBA Core

Finance Core Courses (21 Credits)

- **FIN-800 Financial Statement Analysis for Financial Institutions**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-808 General Theory in Corporate Finance**

Prerequisites:

Take MBA 650

Credits:

3.00

Description:

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-810 Investment Analysis**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-812 Capital Budgeting**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-814 Options and Futures**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-818 Financial Econometrics**

Prerequisites:

MBA-650

Credits:

3.00

Description:

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FIN-820 Financial Policy**

Prerequisites:

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

Credits:

3.00

Description:

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

Elective Courses (3-9 Credits)

Choose between one (1) and up to three (3) elective courses, depending upon prerequisite course waivers. Contact the Graduate Programs in Finance Office for information and advising.

- **FIN-801 Money & Capital Markets**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-805 Capital Management**

Prerequisites:

MBA 750 or MBA 650

Credits:

3.00

Description:

This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend policy, capital structure policy, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-816 Global Financial Institutions Management**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Term:

Offered Both Fall and Spring

Type:

- **FIN-831 Portfolio Management**

Prerequisites:

FIN 810

Credits:

3.00

Description:

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-845 Private Capital Markets**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-880 Investment Banking**

Prerequisites:

MBA 650

Credits:

3.00

Description:

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-881 Real Estate**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-882 Applied Risk Management**

Prerequisites:

FIN-810 (may be taken concurrently)

Credits:

3.00

Description:

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

Term:

Offered Fall Term

Type:

MBA Finance

- **FIN-884 Fixed Income Securities**

Prerequisites:

Take FIN-810

Credits:

3.00

Description:

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

Term:

Offered Spring Term

Type:

MBA Finance

• **FIN-887 Fundamental Equity Analysis**

Prerequisites:

Take FIN-810;

Credits:

3.00

Description:

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

Term:

Offered Spring Term

Type:

MBA Finance

- **FIN-910 Directed Individual Study**

Prerequisites:

Instructor's approval required

Credits:

3.00

Description:

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

Term:

Offered Both Fall and Spring

Type:

MBA Finance

- **FNIB-825 Multinational Financial Management**

Prerequisites:

MBA-650 OR MBA-750

Credits:

3.00

Description:

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

Term:

Offered Both Fall and Spring

Type:

MBA International Business, MBA Finance

- **BLLS-871 Corporate Crime and Financial Fraud**

Credits:

3.00

Description:

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation ("whistleblowers") and financial accounting crimes.

Term:

Offered Spring Term

Type:

MBA Business Law & Ethics

- **MGIB-850 Global Travel Seminar**

Prerequisites:

SBS-600

Credits:

3.00

Description:

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

Type:

MBA International Business, Global MBA Required

2014-2015 Archived Catalog Information

MSF/JD

The Master of Science in Finance/Juris Doctor (MSF/JD) prepares graduates to be successful in a world where legal and business matters are increasingly connected. Today's successful attorneys need to have the skills to address both the legal and financial impacts of a decision. The MSF/JD is ideal for candidates seeking an education grounded in both law and finance that prepares graduates to respond to the complexities of today's business environment.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.

In addition to this, the Graduate Programs in Finance Office is available to respond to any questions or concerns, especially those regarding your program "track." The Graduate Programs in Finance Office can be reached at 617-573-8641 or msf@suffolk.edu.

2014-2015 Archived Catalog Information

MSF/JD

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- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Required prerequisite courses may be waived with credit. The elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the MSF/JD Program and are waived during the student's first semester.

To waive a required prerequisite courses or the elective prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSF/JD matriculation ("B" or better).

All MSF/JD students must complete a minimum of 31 credits (10 courses and SBS 600) in the Sawyer Business School. Note: Refer to the Law School for the Law School portion of your degree.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MSF/JD program. However, at the discretion of the program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of elective or finance core courses may be considered for transfer.