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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:

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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

Once a student is dismissed from Suffolk University, s/he is no longer considered a Suffolk University student. A student dismissed from any dual degree program is dismissed from all programs that constitute the dual 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.

Applying to Return to the University

Appeal for Readmission

A student may appeal for readmission to the program from which they were dismissed by taking the following steps.

1. Provide the Program Director with a petition, in writing, requesting readmission within 14 days of receiving the dismissal letter. The petition letter should include your personal contact information, including your former Suffolk University ID. In it, you should address any difficulties or extenuating circumstances you experienced while you were enrolled in your degree program that resulted in the academic performance that led to your dismissal.
2. Meet with the Program Director and provide documentation outlining any such extenuating circumstances, e.g., transcripts from other institutions, letters from a current faculty member, etc.
3. If the Program Director agrees to support your appeal, develop an agreed-upon plan of action together with the Program Director. The student's plan of action should describe steps he/she have taken and/or will take to improve their situation, i.e., academic performance, medical condition, financial hardship, etc.
4. The Program Director must forward the student's documentation, plan of action and provide a letter of support to:

Michael Behnam, Ph.D.
Dean of Graduate Programs
Sawyer Business School
120 Tremont Street
Boston, MA 02108-2770

The student will be notified of the decision in writing by the SBS Dean of Graduate Programs.

- If readmission is denied, the student is dismissed without any opportunity to appeal for readmission to the Program.
- If readmission is granted, the student's progress will be closely monitored by the Program Director. If satisfactory progress is not achieved as defined in the agreed-upon action plan, the student will be dismissed with no opportunity for readmission to the Program.

For more information, please call the Graduate Programs Office at 617-573-8088.

Attention International Students: If your appeal is successful and you are readmitted, bring a copy of your readmission letter to the International Student Services Office located on the 9th Floor of 73 Tremont Street- 617-573-8154, if you are on a visa or I-20. This re-admittance is academic and does not ensure that the university will be able to reinstate you through immigration.

Policy for students seeking re-entry since their last enrollment:

A student previously enrolled in a Sawyer Business School graduate degree program who has not been officially enrolled for two or more semesters (fall/spring) or who did not comply with the terms of an applied leave of absence must apply for readmission and meet the following criteria to be considered for re-entry:

1. A student seeking re-entry 5 or less years since their last enrollment:
 - Submit a Re-Entry Form and resume to the Office of Graduate Admission.
 - 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.
 - Students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
 - All review of prior coursework and academic performance will be handled on a case by case basis for relevance and current following current waiver and transfer policies.
2. A student 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
 - Dean of SBS 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)
 - If readmitted, students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
 - All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.
3. A student 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, students will be subject to the academic requirements for the degree at the time of readmission and admitted under the current catalog year
 - All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.
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
 - The Office of Graduate 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)
 - If readmitted, students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year. Review of the prior coursework and academic performance will be handled on a case-by-case basis.

5. Re-entry due to Military Service

Suffolk University will make the necessary accommodations to work with service members or reservists due to service requirements. Students are encouraged to view the University's [webpage](#) regarding veterans and active duty military for more information.

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 waived or 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. The MBA program requires students must successfully complete a minimum of 34 credits, within the Business School. 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 dual degree program is dismissed from all programs that constitute the dual 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. 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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Academic Misconduct

Suffolk University expects all students to be responsible individuals with high standards of conduct. Students are expected to practice ethical behavior in all learning environments and scenarios, including classrooms and laboratories, internships and practica, and study groups and academic teams. Cheating, plagiarism, unauthorized collaboration, use of unauthorized electronic devices, self-plagiarism, fabrication or falsification of data, and other types of academic misconduct are treated as serious offenses that initiate a formal process of inquiry, one that may lead to disciplinary sanctions. Some cases of academic misconduct may be reviewed and resolved at the academic departmental level; other more egregious forms of academic misconduct necessitate a full review by the Academic Misconduct Committee (AMC).

Resolving Incidents of Academic Misconduct

A faculty member suspecting academic misconduct will contact the student using the Suffolk email address to schedule a meeting and will make all effort to do so within five business days of detecting the incident. During the meeting, the faculty member will present the documentation that led to suspected academic misconduct. If the faculty member reaches the conclusion that academic misconduct has occurred, he or she may impose limited sanctions that are meant to acknowledge the behavior in the context of providing remediation and addressing skill development. These sanctions involve grade reductions to student work that constitutes up to 25% of the course grade (e.g., homework; short papers; quizzes) and frequently include some form of remediation.

When the suspected academic misconduct involves student work that constitutes more than 25% of the course grade, or if an F grade (0 credit) on the assignment is recommended as a sanction, the faculty member will consult with the department chair (or program director) prior to imposing the sanction. If the faculty member and chair agree on a determination of academic misconduct, the sanction may be imposed.

If a determination of academic misconduct is made and a sanction is imposed, the faculty member must complete the Academic Misconduct Incident Form (available online) and submit it electronically to the AMC coordinator who will document the incident, along with the written documentation of misconduct, in the AMC internal record. A student may appeal the determination of academic misconduct, but not the sanction, by requesting a hearing before the full AMC. Appeals should be filed with the AMC coordinator within ten business days of receiving the sanction.

If the suspected academic misconduct involves actions that the faculty member and chair believe warrant an F grade in the course, or if there is disagreement between the faculty member and chair on the appropriate sanction, then the incident must be forwarded directly to the AMC for committee review. Examples include, but are not limited to, the following: cheating on exams; group cheating; submitting purchased term papers or term papers with extensive copying or use of external sources without citation; and fabrication or falsification of research data. If the faculty member and chair suspect an incident of this type, they must file an incident report form with the AMC coordinator to initiate a full committee review. The AMC coordinator will schedule a hearing at the next standing meeting of the AMC, generally within ten business days of receipt of the incident form. The faculty member will submit all documentation to the AMC coordinator who will email the student (using Suffolk email) a notice to appear for a hearing. At the hearing, a determination is made by the committee, regardless of whether or not the student is in attendance; imposition of sanctions is made by committee vote. A determination letter is then sent to the student, the faculty member, and the chair.

A full review by the AMC, as described above, will also occur if multiple incident reports for a single student are detected in the AMC internal record.

AMC hearings are not open to the public. Therefore, members of the Suffolk University community who are not directly involved in the allegation and friends, parents, partners, siblings, legal counsel, and others are not permitted in the room where the AMC hearing takes place but may wait nearby for support purposes. Formal rules of process, procedure, or evidence such as those applied in civil or criminal courts are not used in the AMC. Members of the AMC will recuse themselves from a case when appropriate. Student conduct that warrants sanctions may result in forfeiture of all Suffolk scholarships, financial aid, or monies paid.

Sanctions imposed by the AMC may include but are not limited to a reprimand; a remediation plan; a grade of F in a course; probation; and/or dismissal. A sanction grade of F in a course will be factored into the overall grade point average regardless of whether or not the course is successfully repeated. A student found responsible for academic misconduct and sanctioned by the AMC may file one appeal to the provost (or designee) by sending a written letter of appeal within ten business days. (A graduating student must initiate the appeal process no later than three days prior to commencement.) Appeals are considered only if there is additional information not available at the time of the hearing or a procedural error that calls into question the determination of academic misconduct. Students must include a statement of why the additional information should be considered and why it was not presented at the time of the original hearing. The decision of the provost is final.

Grading Students under Review for Academic Misconduct

Faculty, department chairs, program directors, and the AMC will work diligently to ensure timely review and closure of cases of academic misconduct. In some cases, however, it may not be possible to reach a determination or impose a sanction prior to the deadline for submitting course grades. In this case, the faculty member will not submit a grade for the student, but will leave the grade field blank. Once a determination has been made, the faculty member will complete a change of grade form, with an explanation of the grade change that includes a brief statement of how the sanction impacted the final course grade.

Membership of the Academic Misconduct Committee

The AMC hears cases of alleged academic misconduct involving students in the College of Arts and Sciences (CAS) and the Sawyer Business School (SBS). The committee consists of two CAS faculty members, appointed by the CAS dean; two SBS faculty members, appointed by the SBS dean; the CAS and SBS assistant deans who convene the Academic Standing Committees in their respective schools; and a non-voting dean from Student Affairs. At the start of the academic year, AMC members elect a committee chair; the chair casts the deciding vote in the case of a tie.

All full-time CAS and SBS faculty are eligible to serve on the committee with the exception of non-tenured, tenure-track faculty. Associate deans from the two schools may be asked to attend as ex officio members when particular background or expertise is requested by the committee.



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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 within a given semester. 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 for which they are registered. However, a student is initially admitted with a 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 request permission 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-700 and/or FIN-601.

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

1. The student has a minimum cumulative GPA of 3.0 and is in good academic standing.
2. Evaluation of a student's excess course request(s) will be done on a case-by-case and course-by-course basis to ensure a student's success within their program. Petition must be approved by program director and assistant dean of graduate programs.
3. Must demonstrate extenuating circumstances for the request.
4. Has consulting with the program director/advisor who will review the excess course petition, in addition to, the degree completion options for the student.

Summer Sessions: Six credits per summer session constitute a full-time schedule (maximum of 12 credits across all summer sessions). Students must seek permission 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 submit an Excess Course Petition form to the CAS Dean's Office 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.



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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 Definition of a Credit Hour:

"...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 not less than -

- (1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
- (2) 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 credit hours."



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College of Arts and Sciences Policy

A student may retake only one graduate course in his/her graduate program where an "F" grade has been received, with the written approval of the College of Arts and Sciences Dean's Office. Permission will be denied only in cases where the "F" grade was a result of academic dishonesty. Only the new course grade will be included in his/her GPA. The original "F" will remain on the transcript but will not be included in the GPA.

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



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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.

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](#)
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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 Graduate Admissions: 617-573-8302.

Graduate Admissions 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 Graduate Admissions.



2017-2018 Archived Catalog Information

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.

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](#)

Current/Returning Students Wishing to Take a Leave of Absence

A leave of absence may be granted for two consecutive or two non-consecutive semesters (excluding summers). A student applying for a leave of absence must provide an expected date for return. 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.

When the student is ready to return from a leave of absence, the student is encouraged to contact his/her graduate program director.



2017-2018 Archived Catalog Information

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.

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](#)

Federal regulations require universities receiving federal funding to implement a policy monitoring student attendance in class.

Instructors are responsible for establishing the requirements for attendance and participation in each of their classes and for informing students of these requirements at the beginning of each course.

The Office of Health & Wellness Services does not excuse student absences. The student, when absent from class, has the responsibility of obtaining knowledge of materials covered in classes missed, including information about announced tests, papers, or other assignments.



SUFFOLK
UNIVERSITY
BOSTON

Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Policies](#) > Student Record

2017-2018 Archived Catalog Information

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.



2017-2018 Archived Catalog Information

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 & Justice Studies \(MSCJS\)](#)
- [Master of Science in Crime & Justice Studies/Mental Health Counseling \(MSCJS/MHC\)](#)
- [Master of Science in Ethics & 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 one **dual degree program** with Suffolk University Law School:

- [Juris Doctor/Master of Science in Crime & Justice Studies \(JD/MSJCJS\)](#)

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

- [Master of Science in Crime & 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:

- [Post-bac Certificate in Medical Dosimetry](#)
- [Post-bac Certificate in Radiation Therapy](#)
- [Graduate Certificate in Disability Services in Higher Education](#)
- [Graduate Certificate in 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.



2017-2018 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](#)
- [Administration of Higher Education Courses](#)

Degree Requirements: 12 courses, 36 credits

Core Requirements (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.

Administration of Higher Education Electives (3 courses, 9 credits)

Choose three of the following:

- **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.

- **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 Fall Term

- **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.

- **DSHE-710 Introduction to Disability Services in Higher Education**

Credits:

3.00

Description:

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

- **DSHE-720 Disability, Documentation, and Reasonable Accommodations**

Credits:

3.00

Description:

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

- **DSHE-730 Assistive Tech, Emerging Tech, and Web Access for Disability**

Credits:

3.00

Description:

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

- **DSHE-740 High School and Career Transition Planning for Students With Disabilities**

Credits:

3.00

Description:

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

- **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-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

- **P.AD-849 Revenue Strategies for Nonprofits**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Note: Students completing the MEd in Administration of Higher Education and the Disability Services in Higher Education Graduate Certificate may double count no more than one DSHE course.

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 serve as Practicum I and II



2017-2018 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](#)
- [Administration of Higher Education 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.



2017-2018 Archived Catalog Information

Clinical Psychology PhD

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.

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

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

- [Degree Requirements](#)
- [Required Courses](#)
- [Post-Doctoral Respecialization Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Psychology Graduate Courses](#)

The program in Clinical Psychology consists of a minimum of five years of full-time study. Please 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 two 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, and students must maintain an overall GPA of 3.0 (B). To successfully complete required classes a minimum grade of B- or a pass for pass/fail is also required. Students who transfer credit for previous coursework may need to complete up to 78 credits of coursework to maintain full-time status throughout the first three years of study.

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 apprenticeships

The curriculum requires all students to participate as Teaching Apprentices (TAPS) for the first two semesters of their graduate study with an option to continue on in their second year. TAPS 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 TAPS; 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 teacher training seminars offered during the first semester of graduate studies which all TAPS must attend. The seminars are designed to provide instrumental and interpersonal support for students as they build teaching, public speaking, 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. This project provides students with an opportunity to apply the knowledge gained in their 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. These typically occur at the end of the second year.

5. **Clinical Competencies Portfolio**

Students' attainment of clinical competencies are systematically evaluated through coursework and a Clinical Portfolio. The systematic evaluation of clinical competencies and resulting clinical competencies portfolio are intended to ensure that students clinical work is based on a sound foundation of 1) ethical reasoning, 2) judgment and understanding, and 3) skills, in relation to diagnostics, case conceptualization, therapy, and assessment. This evaluation involves students completing a minimum number of assessment reports, case conceptualizations, treatment plans, oral case presentations, therapy write-ups, and peer consultations through planned, developmentally appropriate course assignments in their first three years of graduate training. The systematic evaluation also includes activities related to applying for the Pre-Doctoral Clinical Internship (i.e., submitting a mentor-approved draft of the Theoretical Orientation essay when submitting the Intent to Apply for Internship form and completing a mock-interview with a member of the Clinical Program Doctoral Faculty).

6. **Doctoral dissertation**

The dissertation is conceptualized as an original empirical project that makes a substantive contribution to the knowledge base of clinical psychology. Dissertation committees, which must include at least three members, supervise the dissertation. Two committee members must be members of the Doctoral Program faculty, with one serving as the chair and primary mentor of the student. The third member of the dissertation committee will be either a member of the Doctoral Program faculty, a tenured or tenure-track member of the Psychology Department faculty who is not affiliated with the Doctoral Program, or someone external to the Psychology Department with demonstrated expertise in domains relevant to the proposed research. 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. **Pre-doctoral clinical 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 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 Practicum 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 Practicum 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-743 Clinical Supervision and Consultation in Psychology**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines theoretical foundations, empirical research, approaches, and ethics of clinical supervision and consultation in professional psychology. Emphasis will also be placed on the integration of theory and empirical findings into the application of skills necessary to work as effective clinical supervisors and psychological consultants. Offered yearly.

- **PSYCH-749 Lifespan Development**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines development across the lifespan, including biological, cognitive, social, and emotional development, with attention to the role of culture and context. Reviews major theories of development and how such theories provide conceptual frameworks for understanding the development adaptive and maladaptive behaviors and trajectories. Also addresses implications for treatment and prevention. Normally offered yearly.

- **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.



2017-2018 Archived Catalog Information

Clinical Psychology PhD

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.

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

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

- [Degree Requirements](#)
- [Required Courses](#)
- [Post-Doctoral Respecialization Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Psychology Graduate 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-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-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 Practicum 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 Practicum 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-743 Clinical Supervision and Consultation in Psychology**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines theoretical foundations, empirical research, approaches, and ethics of clinical supervision and consultation in professional psychology. Emphasis will also be placed on the integration of theory and empirical findings into the application of skills necessary to work as effective clinical supervisors and psychological consultants. Offered yearly.

- **PSYCH-749 Lifespan Development**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines development across the lifespan, including biological, cognitive, social, and emotional development, with attention to the role of culture and context. Reviews major theories of development and how such theories provide conceptual frameworks for understanding the development adaptive and maladaptive behaviors and trajectories. Also addresses implications for treatment and prevention. Normally offered yearly.

- **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

Note: PSYCH-732 fulfills the Social Bases requirement.

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

- **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-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-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

Choose five 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



2017-2018 Archived Catalog Information

Clinical Psychology PhD

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.

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

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

- [Degree Requirements](#)
- [Required Courses](#)
- [Post-Doctoral Respecialization Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Psychology Graduate 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/or faculty who teach the relevant courses. Although we are committed to reviewing these requests as quickly as possible, please allow at least four 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.



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Academic Catalogs

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2017-2018 Archived Catalog Information

Clinical Psychology PhD

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.

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

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

- [Degree Requirements](#)
- [Required Courses](#)
- [Post-Doctoral Respecialization Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Psychology Graduate Courses](#)

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



2017-2018 Archived Catalog Information

Clinical Psychology PhD

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.

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

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

- [Degree Requirements](#)
- [Required Courses](#)
- [Post-Doctoral Respecialization Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Psychology Graduate 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-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-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-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 Practicum 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 Practicum 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-743 Clinical Supervision and Consultation in Psychology**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines theoretical foundations, empirical research, approaches, and ethics of clinical supervision and consultation in professional psychology. Emphasis will also be placed on the integration of theory and empirical findings into the application of skills necessary to work as effective clinical supervisors and psychological consultants. Offered yearly.

- **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-749 Lifespan Development**

Prerequisites:

Doctoral Standing

Credits:

3.00

Description:

Examines development across the lifespan, including biological, cognitive, social, and emotional development, with attention to the role of culture and context. Reviews major theories of development and how such theories provide conceptual frameworks for understanding the development adaptive and maladaptive behaviors and trajectories. Also addresses implications for treatment and prevention. Normally offered yearly.

- **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-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-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-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-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



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

Degree Requirements: 12 courses, 36 credits

Core Requirements (1 course, 3 credits)

Choose one of the following:

- **ADPR-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

- **ADPR-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:

Offered Fall Term

Concentration Requirements (6 courses, 18 credits)

- **ADPR-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

Term:

Offered Spring Term

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-777 Public Relations**

Credits:

3.00

Description:

Examines 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

- **ADPR-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:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Choose one of the following:

- **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.

• 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 International Business

Electives (4 courses, 12 credits)

Choose four of the following:

• ADPR-691 Special Topics

Credits:

3.00

Description:

Current issues in communication.

Term:

Offered Both Fall and Spring

• ADPR-700 Introduction to Communication

Credits:

3.00

Description:

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

Term:

Offered Fall Term

- **ADPR-750 Organizational Communication**

Credits:

3.00

Description:

Explores the theory of organizations, 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

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-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

- **ADPR-903 Graduate Internship**

Credits:

1.00- 6.00

Description:

Internship in various communication industries.

Term:

Offered Both Fall and Spring

- **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

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

Prerequisites:

MBA-625, OR SBS-604, OR MBA-622; 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.

- **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

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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

Free Elective (1 course, 3 credits)

Choose one Advertising, Public Relations, & Social Media graduate course.



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Academic Catalogs

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- [Communication Graduate Courses](#)

Degree Requirements: 12 courses, 36 credits

Degree Requirements: 12 courses, 36 credits

Core Requirements (1 course, 3 credits)

Choose one of the following:

- **ADPR-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

- **ADPR-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:

Offered Fall Term

Concentration Requirements (7 courses, 21 credits)

- **ADPR-700 Introduction to Communication**

Credits:

3.00

Description:

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

Term:

Offered Fall Term

- **ADPR-709 Content Management**

Prerequisites:

ADPR-777

Credits:

3.00

Description:

Examines best practices for web publishing, including creating, editing and maintaining content for online and social media platforms. Students analyze the content of websites and then produce their own content in a variety of forms. Covers content creation and maintenance techniques, as well as customer and client relationship skills, with an emphasis on effective writing. Includes practical experience creating, editing and maintaining content for online and social media platforms.

- **ADPR-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

Term:

Offered Spring Term

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-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

- **ADPR-777 Public Relations**

Credits:

3.00

Description:

Examines 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 (4 courses, 12 credits)

Choose four Advertising, Public Relations, & Social Media graduate 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.



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

Degree Requirements

1. Students admitted to this dual degree program must meet all the requirements of an undergraduate degree program within the departments of Communication & Journalism or Advertising, Public Relations, & Social Media.
2. Student must also meet all requirements for the Master's degree in Communication.
3. Students will take two Communication graduate courses during their senior year; one during the fall semester and one during the spring semester. The two 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. The graduate courses taken during the senior year will be determined by the Communication 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 a dual Bachelor's and Master's degree. The exact degree will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual 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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- [Public Relations and Advertising Concentration](#)
- [Accelerated Bachelor's/Master's Degree in Communication](#)
- [Communication Graduate Courses](#)

- ADPR-691 Special Topics

Credits:

3.00

Description:

Current issues in communication.

Term:

Offered Both Fall and Spring

- ADPR-700 Introduction to Communication

Credits:

3.00

Description:

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

Term:

Offered Fall Term

- **ADPR-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

- **ADPR-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:

Offered Fall Term

- **ADPR-704 Issues in Communication**

Credits:

3.00

Description:

Examines current theory, practice, and debates in the communication field. Issues can include: technology, privacy, social responsibility, and ethics,

Term:

Occasional

- **ADPR-709 Content Management**

Prerequisites:

ADPR-777

Credits:

3.00

Description:

Examines best practices for web publishing, including creating, editing and maintaining content for online and social media platforms. Students analyze the content of websites and then produce their own content in a variety of forms. Covers content creation and maintenance techniques, as well as customer and client relationship skills, with an emphasis on effective writing. Includes practical experience creating, editing and maintaining content for online and social media platforms.

- **ADPR-715 Negotiation**

Credits:

3.00

Description:

Introduces the techniques of negotiation. Focuses on the processes of negotiation across a variety of contexts. Offers students the opportunity to explore methods of applying these skills to professional and other real world settings.

- **ADPR-717 Principles of Branding and Visual Identity**

Credits:

3.00

Description:

Examines the success and failure of the visual identities of brands as well developing a new visual identity and launching a campaign for an existing brand. Includes an analysis of the strategically planned and purposeful presentation of a brand's visual identity as well as a brand's name, logo, tagline (slogan), color palette and other sensory elements that make a brand unique.

- **ADPR-736 Advocacy and Public Policy**

Credits:

3.00

Description:

Examines persuasion strategies and tactics for advancing public policy proposals and concerns. Students will learn how to apply the principles of Public Relations, Advertising, Negotiations and Persuasion to influence the public and government decision-makers.

- **ADPR-750 Organizational Communication**

Credits:

3.00

Description:

Explores the theory of organizations, 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

- **ADPR-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.

Term:

Occasional

- **ADPR-752 Native Advertising**

Prerequisites:

ADPR-770

Credits:

3.00

Description:

Examines the contemporary public relations practice of Native Advertising and sponsored content. Explores different forms of native advertising, methods and mechanisms for creating sponsored content, ethical and regulatory issues, and industry trends. Students learn how to blend content with news site partners, to use the different types of paid syndication, and to set up native ads.

- **ADPR-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 Fall Term

- **ADPR-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

Term:

Offered Spring Term

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-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:

Alternates Fall & Spring

- **ADPR-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

- **ADPR-777 Public Relations**

Credits:

3.00

Description:

Examines 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

- **ADPR-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

- **ADPR-780 Social Media**

Credits:

3.00

Description:

Examines design, platforms and demographics for social media. Topics include usability, SEO, web analytics, and mobile media. Best practices are examined in the industry.

- **ADPR-782 Social Media Campaigns**

Prerequisites:

ADPR-772

Credits:

3.00

Description:

Covers the development of a social media campaign for a target audience using a variety of platforms. Students will use social media and design tools to create a campaign for a client, moving it from concept through execution.

- **ADPR-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.

Term:

Occasional

- **ADPR-903 Graduate Internship**

Credits:

1.00- 6.00

Description:

Internship in various communication industries.

Term:

Offered Both Fall and Spring

- **ADPR-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

- **CJN-603 Issues in Journalism**

Credits:

3.00

Description:

Examines different topics in Journalism, such as Social Justice Journalism, Electronic Journalism, Ethics, Political Journalism, and International Journalism.

Term:

Occasional

- **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-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:

Offered Fall Term

- **CJN-704 Issues in Communication**

Credits:

3.00

Description:

Examines current theory, practice, and debates in the communication field. Issues can include: technology, privacy, social responsibility, and ethics,

Term:

Occasional

- **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:

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.

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-740 Political Communication**

Credits:

3.00

Description:

Examines persuasive politics and political campaigns. 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:

Analyzes the impact of media on human communication, human interaction, and contemporary society. Examines television, radio, film, and online streaming media.

Term:

Occasional

- **CJN-750 Organizational Communication**

Credits:

3.00

Description:

Explores the theory of organizations, 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.

Term:

Occasional

- **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.

Term:

Occasional

- **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 Fall Term

- **CJN-770 Seminar in Advertising**

Credits:

3.00

Description:

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

Term:

Offered Spring 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:

Alternates Fall & 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:

Alternates Fall & Spring

- **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:

Examines 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:

Occasional

- **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-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



2017-2018 Archived Catalog Information

Crime & Justice Studies

The Crime & Justice Studies program consists of 10 courses (30 credits). We also offer the following dual degree programs:

- [Master of Science in Crime and Justice Studies/Juris Doctor](#)
- [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](#)
- [Accelerated Bachelor's/Master's Degree in Crime & Justice Studies](#)
- [Crime & Justice Studies Courses](#)

Degree Requirements: 10 courses, 30 credits

Core courses provide a foundation in the areas of criminology and applied research. Electives or concentrations allow students to specialize in areas that are particularly important for crime and justice professionals, including victim advocacy as well as youth, crime, and justice.

Students can gain academic credit and experience in the field through a wide range of practica or internships. A master's thesis is not required.

Core Requirements (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

Crime & Justice Studies Electives (4 courses, 12 credits)

Choose four of the following:

- **CJ-685 Seminar in Corrections**

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 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:

- **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 are 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:

Occasional

- **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 course 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-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. 3.0 GPA.

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 Spring Term

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

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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

Free Electives (2 courses, 6 credits)

Choose two additional electives from the above list or from other course offerings as approved by the program director.

Concentration Options:

Students can choose one of the following two concentration options to fulfill four of the six electives. The remaining two courses can be chosen from the Crime & Justice Studies Electives and the Free Electives lists.

Victim Advocacy Concentration (4 courses, 12 credits)

Choose four of the following:

• 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-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 are 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. 3.0 GPA.

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 Spring Term

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

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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

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

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-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-731 Youth Programming

Credits:

3.00

Description:

This course 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-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. 3.0 GPA.

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 Spring Term

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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



2017-2018 Archived Catalog Information

Crime & Justice Studies

The Crime & Justice Studies program consists of 10 courses (30 credits). We also offer the following dual degree programs:

- [Master of Science in Crime and Justice Studies/Juris Doctor](#)
- [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](#)
- [Accelerated Bachelor's/Master's Degree in Crime & Justice Studies](#)
- [Crime & Justice Studies Courses](#)

Degree Requirements

1. Students admitted to this dual degree program must meet all the requirements of an undergraduate Sociology, Crime & Justice concentration program.
2. Students must also meet all requirements for the Master of Science in Crime & Justice Studies.
3. The two 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 any Master's level courses, students must obtain approval for classes through the MSCJS 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 a dual Bachelor's and Master's degree. The exact degree will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual 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.



2017-2018 Archived Catalog Information

Crime & Justice Studies

The Crime & Justice Studies program consists of 10 courses (30 credits). We also offer the following dual degree programs:

- [Master of Science in Crime and Justice Studies/Juris Doctor](#)
- [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](#)
- [Accelerated Bachelor's/Master's Degree in Crime & Justice Studies](#)
- [Crime & Justice Studies 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-685 Seminar in Corrections**

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 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 are 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:

Occasional

- **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-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-731 Youth Programming**

Credits:

3.00

Description:

This course 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-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. 3.0 GPA.

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 Spring Term

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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



2017-2018 Archived Catalog Information

Disability Services

- [Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Disability Services Certificate Courses](#)

Certificate Requirements: 4 courses, 12 credits

Core Requirements (2 courses, 6 credits)

- DSHE-710 Introduction to Disability Services in Higher Education

Credits:

3.00

Description:

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

- DSHE-720 Disability, Documentation, and Reasonable Accommodations

Credits:

3.00

Description:

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

Elective (1 course, 3 credits)

Choose one of the following:

- **DSHE-730 Assistive Tech, Emerging Tech, and Web Access for Disability**

Credits:

3.00

Description:

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

- **DSHE-740 High School and Career Transition Planning for Students With Disabilities**

Credits:

3.00

Description:

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

Practicum (1 course, 3 credits)

Students enrolled in the Disability Services in Higher Education certificate program must complete a practicum experience that will connect course work with practical experience. The practicum experience consists of one 3-credit course with 150 total work hours in the field. Students typically spend 10 hours per week working at a local college or university in their disability services office. Students formally apply for the practicum experience and consult with their advisor regarding field placement. The supervision component of the course will be taught online.

- **DSHE-745 Practicum in Disability Services Administration**

Prerequisites:

Take DSHE-710

Credits:

3.00

Description:

The practicum experience provides for the practical application of administrative skills in the field of disability services 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 disability services in higher education environment.



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Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [College of Arts & Sciences](#) > Disability Services

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Disability Services

- [Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Disability Services Certificate Courses](#)

View the Federally Mandated [Gainful Employment Disclosure for the Graduate Certificate in Disability Services](#).



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Disability Services

- [Certificate Requirements](#)
- [Gainful Employment Disclosure](#)
- [Disability Services Certificate Courses](#)

- **DSHE-710 Introduction to Disability Services in Higher Education**

Credits:

3.00

Description:

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

- **DSHE-720 Disability, Documentation, and Reasonable Accommodations**

Credits:

3.00

Description:

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

- **DSHE-730 Assistive Tech, Emerging Tech, and Web Access for Disability**

Credits:

3.00

Description:

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

- **DSHE-740 High School and Career Transition Planning for Students With Disabilities**

Credits:

3.00

Description:

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

- **DSHE-745 Practicum in Disability Services Administration**

Prerequisites:

Take DSHE-710

Credits:

3.00

Description:

The practicum experience provides for the practical application of administrative skills in the field of disability services 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 disability services in higher education environment.



2017-2018 Archived Catalog Information

Ethics & 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 & Public Policy trains leaders, executives, professionals, and scholars to identify and think through these questions. This degree, offered as a collaboration between the Philosophy, Government, and Public Administration Departments, 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](#)

Degree Requirements: 10 courses, 30 credits

The program is designed to accommodate both full-time and part-time students. To successfully complete the program students must take four core courses, five electives, and successfully complete a faculty-supervised internship or thesis. The internship or thesis count as one of the 10 courses students must take to complete their degree.

Core Requirements (4 courses, 12 credits)

- **PHIL-701 Ethics in Action 1: Persistence of the Classics**

Credits:

3.00

Description:

Examines how classical works of ancient and medieval moral and political philosophy raise questions and themes that persist in challenges facing contemporary public policy and personal ethics. 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.

- **PHIL-702 Ethics in Action 2: the Crisis of the Modern**

Prerequisites:

Prerequisite: PHIL 701

Credits:

3.00

Description:

Continues the examination of themes addressed in PHIL 401/701, with a focus on how radical change, from the early modern era to the present, poses both challenges and opportunities for thought and action. In addition to issues from PHIL 401/701, themes may include revolution and reaction, the role of science and technology, the clash between universalism and particularism, distributive justice and the economy, liberty and equality, faith and secularism, and others. Authors may include Machiavelli, Hobbes, Locke, Rousseau, Kant, Hegel, Mill, Marx, and Nietzsche, as well as contemporary thinkers.

- **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.

Electives (5 courses, 15 credits)

Choose one GVT, one PHIL, and one P.AD course from the following. Two additional electives should be chosen from the following list or from other course offerings as approved by the program director:

- **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-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-667 Comparative Social Movements**

Credits:

3.00

Description:

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

- **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.

- **PHIL-614 Topics in Philosophy**

Credits:

3.00

Description:

A detailed exposition and evaluation of a specific topic or of the views of one major philosophical thinker or group of thinkers. Readings from both primary and secondary sources. Normally offered every year.

- **PHIL-616 Plato: Profiles in Philosophy**

Credits:

3.00

Description:

This course is an in-depth examination of the philosophy of Plato, starting with a focus on the Philosopher's identity as discovered by sympathetically understanding Socrates' dialogic role in opposition to the Sophists of the day. Recent Platonic scholarship will be introduced to the student, and a detailed explanation of how Plato is no longer understood as an Idealist will be offered after a close look at the text *The Republic*, *The Statesman*, and *The Symposium*. Emphasis will be on student journals and role playing with regard to Socrates' verbal behavior.

- **PHIL-618 Philosophy of Law**

Credits:

3.00

Description:

Readings may include a range of classical authors, such as Plato and Aquinas, as well as the works of such 20th century legal philosophers as H.L.A. Hart, Dworkin and Rawls. Also included may be leading jurists such as Oliver Wendell Holmes and Learned Hand. Issues discussed may include the nature of law, its relation to justice, and how the legal system should operate to arrive at just decisions. Normally offered every third year.

- **PHIL-619 Topics in Applied Ethics**

Credits:

3.00

Description:

This course will address in depth one or more specific issues in applied ethics. Topics will vary and may range from applied issues in political thought, such as just war theory or transitional justice, to specific questions in

professional ethics or social policy, such as end-of-life care, economic justice, or the role of technology in the human future. Normally offered every other year.

- **PHIL-662 Environmental Ethics**

Credits:

3.00

Description:

An examination of the moral issues involved in the interaction of humans with their natural environment. Topics include: the environmental crises, human-centered vs. nature-centered ethics, intrinsic value in nature, obligations to future generations, the importance of preserving endangered species and wilderness, radical ecology, ecofeminism, and the role of social justice in environmental issues. Normally offered every year.

- **PHIL-663 Bio and Medical Ethics**

Credits:

3.00

Description:

An examination of the nature of life and the moral problems facing researchers, health-care practitioners and their patients, and others involved with the practice of medicine in today's society. Issues include euthanasia, the ethics of medical experimentation, the use of reproductive technologies, genetic counseling and genetic engineering, truth-telling and confidentiality in doctor-patient relationships, the cost and availability of medical care, and the possibilities for engineering life and a trans-human nature. Normally offered every third year.

- **PHIL-664 Business Ethics**

Credits:

3.00

Description:

An examination of the ethical questions in the working life and policies of the business and professional sectors of society. The focus will vary, but common themes will include: the role of commerce in civil society; the relation of business to conceptions of economic and social justice; the meaning and application of codes of ethics; obligations of corporations and professional organizations to shareholders and stakeholders; responsibilities to clients and colleagues; workplace conduct; the nature of success and conflicts between legal and moral obligations; the impact of globalization. The course will employ a variety of readings, including ethical theory and specific case studies. Normally offered every other year.

- **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-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.

- **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 Grand maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

- **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 International Business, GRAD Travel Seminar

Internship or Thesis (1 course, 3 credits)

Choose one of the following:

- **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.

- **PHIL-714 Masters' Thesis Supervision**

Credits:

3.00

Description:

This course is intended for graduate students in the Ethics and Public Policy Masters' Program who have elected to write a formal thesis (instead of taking part in an internship). Students will prepare a thesis proposal in consultation with an assigned faculty advisor before they register for this course. The proposal will be approved by an ad-hoc faculty committee. Students will use this course to write the thesis in regular consultation with the faculty advisor, and usually during the summer following their first year of study. The final draft must be approved at a formal defense by the ad hoc committee.

Faculty Supervised Internship

EPP students may 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.

Thesis Option

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.



2017-2018 Archived Catalog Information

Graphic Design

The Master of Arts program in Graphic Design (MAGD) provides a professional education that prepares students with the technical and intellectual skills they need to meet the challenges of a diverse and ever-expanding design marketplace. Students learn to fully participate as designers in a rapidly-growing field that uses visual communication to influence and interpret culture.

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

- [Degree Requirements](#)
- [Graphic Design Graduate Courses](#)

Degree Requirements: 12-24 courses, 36-73 credits maximum

Candidates for the master's degree must complete a course of study consisting of 36-73 credits. Applicants possessing a Bachelor of Fine Arts in Graphic Design can typically complete their master's degree with 36 credits of graduate study (700-level or higher).

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

Leveling Courses

Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design are required to complete leveling courses. The graduate program director evaluates the unique background of each student at the time of acceptance into the graduate program to determine the number and type of leveling courses that are required. Students may be required to complete up to 37 credits of leveling courses; most applicants will be able to waive some number of these based on professional background and prior academic experience. An additional 36 credits of graduate-level coursework is then required to earn the MAGD degree. Graduate students completing the leveling courses must maintain a 3.0 GPA in order to remain in good standing in the program.

Graphic Design Leveling Courses (12 courses, 37 credits)

Students complete or waive the following courses:

- ADG-224 History of Graphic Design

Credits:

4.00

Description:

The first part of the 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 and typography. The second portion will concentrate on the period from the late 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-S201 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 design with type.

Term:

Offered Fall Term

• ADG-S202 Computer Typography

Prerequisites:

ADG S201 and ADG S219

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 and manipulation.

Term:

Offered Spring Term

• ADG-S206 Graphic Design I

Prerequisites:

ADF S151 OR ADF S166

Credits:

3.00

Description:

Emphasizing the creative process from thumbnail to comprehensive, the 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 students 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-S207 Graphic Design II**

Prerequisites:

ADG S206 and ADG S219

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-S213 Web Design I**

Prerequisites:

ADG S219

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. The history, societal context and future of new media will be discussed throughout the semester.

- **ADG-S219 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.

Term:

Offered Fall Term

- **ADG-S326 Informing Design**

Credits:

3.00

Description:

Informing Design will give you the visual presentation skills necessary to succeed in the real world by helping you communicate more clearly to clients, make your ideas visual and vibrantly persuasive, and to make facts and data more accessible and interesting for all. This course on visualization will teach you to see with your eyes and not with your mind. You will learn how design visualizes what is happening all around us on a daily basis. We are connected as never before at speeds that challenge any status quo, and better equipped to capture data and make sense of it all. In the same way the iPhone made photographers out of all of us, this course will help you discover the designer in you, no matter what your field of study. Come collaborate with us! This class is open to all majors.

- **ADG-S340 Web Design II**

Prerequisites:

ADG S213 or Instructors permission

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.

- **ADG-S344 Graphic Design III**

Prerequisites:

ADG S202, ADG S207, and ADG S219

Credits:

3.00

Description:

This continuation of Graphic Design I and II (ADG S206, 207) will concentrate on increasing sophistication in creative problem-solving abilities. Students will also develop an 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. Senior status preferred.

Term:

Offered Fall Term

- **ADG-S360 Corporate Design**

Prerequisites:

ADG S202 and ADG S207

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, stationery, signage systems, marketing collateral/advertising/direct mail campaign development, environmental graphics and websites.

Term:

Occasional

- **ADG-S366 Environmental Graphic Design**

Prerequisites:

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students 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

Graphic Design Core Requirements (8 courses, 24 credits)

- **ADG-810 Graphic Design Graduate Seminar**

Credits:

3.00

Description:

Everyone has a voice - in addition to audible voices, each designer has their own visual voice. In this class we find and fine-tune students' visual voices through exercises designed to discover the viewable threads that form and define what embodies a visual voice. The journey will take students through creating and analyzing their own work and the work of designers and artists in various fields of communication. The class will culminate in a personally designed and crafted book recording the experience.

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:

- **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-S839 Masters Foundation I**

Credits:

3.00

Description:

Developing and building an advanced comprehensive knowledge of fundamental skills in graphic design craft, enables students to apply them throughout their graduation coursework. Students will experience a series of rapid-fire exercises, including but not limited to, composition, color, understanding typography, and the application of the conceptual thought processes.

- **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

- **ADG-S849 Masters Foundation II**

Prerequisites:

Take ADG-S839

Credits:

3.00

Description:

Discover connections where one least expects them. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking while turning them into their own methodologies. 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.

Graphic Design Electives (4 courses, 12 credits)

Choose four courses from those listed below:

- **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-850 Visual Communication Design Seminar**

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-S807 The Now and Future of Graphic Design**

Credits:

3.00

Description:

Comprehending the significance of the rapidly changing field of graphic design will be addressed through relationships, processes and technologies as evidenced in the work of contemporary visionaries from a broad array of individuals using design as a part of their field of interest. With the emergence of the Digital/Information age, the opportunities for being informed and the importance of engaging collaborative relationships will be analyzed and utilized with the goal of connecting with the vast extended community we occupy.

- **ADG-S808 From Idea to Marketplace**

Credits:

3.00

Description:

The exploration and integration of skills and connections necessary to take student projects from an idea to a point of completion that would engage and attract marketplace possibilities is our goal. Convergent thinking will be employed in the analyzing the path, and seeking the means to achieve success.

- **ADG-S910 Graphic Design Directed Studio**

Prerequisites:

Program Directors consent required

Credits:

1.00- 3.00

Description:

An independent Studio 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 Studios must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.

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 all of these requirements have been successfully completed.



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

- [Degree Requirements](#)
- [Graphic Design Graduate Courses](#)

- ADG-224 History of Graphic Design

Credits:

4.00

Description:

The first part of the 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 and typography. The second portion will concentrate on the period from the late 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-337 Professional Practice

Prerequisites:

Senior BFA status

Credits:

3.00

Description:

This senior-year 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-400 Graphic Design Internship

Prerequisites:

Senior BFA status.

Credits:

3.00- 4.00

Description:

Seniors are required to pursue an internship with a local graphic design firm, whose work is directly related to that students intended area of professional concentration. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a notebook of their observations. Required classroom seminars will reinforce new skills, share learning experiences and answer questions or concerns.

Term:

Offered Spring Term

• ADG-500 Graphic Design Directed Study

Prerequisites:

Consent of Program Director required

Credits:

3.00

Description:

The student completes a directed study project, under the supervision of a graphic design 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 Graphic Design Program Director, and the department Chair.

• 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:

- **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:

Everyone has a voice - in addition to audible voices, each designer has their own visual voice. In this class we find and fine-tune students' visual voices through exercises designed to discover the viewable threads that form and define what embodies a visual voice. The journey will take students through creating and analyzing their own work and the work of designers and artists in various fields of communication. The class will culminate in a personally designed and crafted book recording the experience.

Term:

Offered Both Fall and Spring

- **ADG-850 Visual Communication Design Seminar**

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:

- **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-S201 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 design with type.

Term:

Offered Fall Term

- **ADG-S202 Computer Typography**

Prerequisites:

ADG S201 and ADG S219

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 and manipulation.

Term:

Offered Spring Term

- **ADG-S204 Design Beyond Design**

Credits:

3.00

Description:

This course focuses on the multi-disciplinary nature of the graphic design profession and the designer as a visual communicator, critical thinker and problem solver. Students will be exposed to a series of outside topics to which they will apply design solutions, mirroring the range of fields in which designers today are employed.

- **ADG-S206 Graphic Design I**

Prerequisites:

ADF S151 OR ADF S166

Credits:

3.00

Description:

Emphasizing the creative process from thumbnail to comprehensive, the 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 students 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-S207 Graphic Design II**

Prerequisites:

ADG S206 and ADG S219

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-S213 Web Design I**

Prerequisites:

ADG S219

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. The history, societal context and future of new media will be discussed throughout the semester.

- **ADG-S214 Illustration for Designers**

Prerequisites:

ADF S102

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 real 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-S219 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.

Term:

Offered Fall Term

• **ADG-S302 Italian Journal: Painting and Drawing On Paper**

Prerequisites:

Instructors Consent

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 landscape while advancing a personal style. Study will begin with a pre-departure journal/book binding workshop at Suffolk University and then 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

Type:

- **ADG-S305 Conceptual Typography**

Prerequisites:

Take ADG-S202

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-S311 Integrated Advertising**

Prerequisites:

ADG S206 and ADG S219

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.

Term:

Occasional

- **ADG-S312 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, develop a line of packaging and supporting marketing materials for one brand. Guest lectures and field trips will supplement readings and in-class discussions, which will address brand extension and consistency, packaging templates, professional procedures, product photography and printing.

Term:

Occasional

• ADG-S316 Interactive Project Development

Prerequisites:

ADG S340 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-S326 Informing Design

Credits:

3.00

Description:

Informing Design will give you the visual presentation skills necessary to succeed in the real world by helping you communicate more clearly to clients, make your ideas visual and vibrantly persuasive, and to make facts and data more accessible and interesting for all. This course on visualization will teach you to see with your eyes and not with your mind. You will learn how design visualizes what is happening all around us on a daily basis. We are connected as never before at speeds that challenge any status quo, and better equipped to capture data and make sense of it all. In the same way the iPhone made photographers out of all of us, this course will help you

discover the designer in you, no matter what your field of study. Come collaborate with us! This class is open to all majors.

- **ADG-S328 Designing for the Greater Good**

Prerequisites:

ADG S207 and ADG S219

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-S330 Motion Graphics**

Prerequisites:

ADG S219 OR instructor approval

Credits:

3.00

Description:

Enter the world of motion design and learn how to make movies that incorporate image, type and video. This class will focus on learning 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-S334 Publication Design**

Prerequisites:

ADG S202 and ADG S207 and ADG S219 or Instructor's Consent.

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.

Term:

Offered Fall Term

• ADG-S340 Web Design II

Prerequisites:

ADG S213 or Instructors permission

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 HMTL, 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.

• ADG-S344 Graphic Design III

Prerequisites:

ADG S202, ADG S207, and ADG S219

Credits:

3.00

Description:

This continuation of Graphic Design I and II (ADG S206, 207) will concentrate on increasing sophistication in creative problem-solving abilities. Students will also develop an 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. Senior status preferred.

Term:

Offered Fall Term

- **ADG-S345 Graphic Design IV**

Prerequisites:

ADG S344

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-S354 Advanced Computer Applications**

Prerequisites:

ADG S201, ADG S206, and ADG S219

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 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-S360 Corporate Design**

Prerequisites:

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, stationery, signage systems, marketing collateral/advertising/direct mail campaign development, environmental graphics and websites.

Term:

Occasional

- **ADG-S365 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.

Term:

Occasional

- **ADG-S366 Environmental Graphic Design**

Prerequisites:

ADG S202, ADG S207 and ADG S219

Credits:

3.00

Description:

A cross disciplinary course bringing together interior design students and graphic design students 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-S410 Thesis Studio**

Prerequisites:

Senior BFA standing required.

Credits:

3.00

Description:

The Thesis Studio involves the application of previously learned studio skills in a detailed investigation of a design project relating to the student's intended professional area of specialization. Normally offered spring semester.

- **ADG-S500 Graphic Design Directed Studio**

Prerequisites:

Consent of Program Director required.

Credits:

1.00- 6.00

Description:

The student completes a directed studio project under the supervision of a graphic design 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 Graphic Design Program Director, and the department Chair.

Term:

Offered Both Fall and Spring

- **ADG-S510 Graphic Design Independent Study**

Prerequisites:

Consent of Program Director required.

Credits:

1.00- 6.00

Description:

In an Independent Studio/Study, the student works in an independent fashion, pursuing an area of study that is outside the scope of existing curricula. Independent Studio/Study courses require CAS Dean's approval in addition to departmental approval.

- **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-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:

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 HMTL, XHMTL, 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-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:

- **ADG-S807 The Now and Future of Graphic Design**

Credits:

3.00

Description:

Comprehending the significance of the rapidly changing field of graphic design will be addressed through relationships, processes and technologies as evidenced in the work of contemporary visionaries from a broad array of individuals using design as a part of their field of interest. With the emergence of the Digital/Information age, the opportunities for being informed and the importance of engaging collaborative relationships will be analyzed and utilized with the goal of connecting with the vast extended community we occupy.

- **ADG-S808 From Idea to Marketplace**

Credits:

3.00

Description:

The exploration and integration of skills and connections necessary to take student projects from an idea to a point of completion that would engage and attract marketplace possibilities is our goal. Convergent thinking will be employed in the analyzing the path, and seeking the means to achieve success.

- **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-S839 Masters Foundation I**

Credits:

3.00

Description:

Developing and building an advanced comprehensive knowledge of fundamental skills in graphic design craft, enables students to apply them throughout their graduation coursework. Students will experience a series of rapid-fire exercises, including but not limited to, composition, color, understanding typography, and the application of the conceptual thought processes.

- **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-S849 Masters Foundation II**

Prerequisites:

Take ADG-S839

Credits:

3.00

Description:

Discover connections where one least expects them. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking while turning them into their own methodologies. 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.

- **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.

- **ADG-S910 Graphic Design Directed Studio**

Prerequisites:

Program Directors consent required

Credits:

1.00- 3.00

Description:

An independent Studio 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 Studios must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.



2017-2018 Archived Catalog Information

Interior Architecture

The Master's in Interior Architecture is a CIDA-accredited first professional degree program. Candidates for the Master's degree must complete a course of study consisting of a maximum of 85 credits; up to 55 credits may be waived based on professional background and prior academic experience.

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

- [Degree Requirements](#)
- [Interior Architecture Graduate Courses](#)
- [Foundation Courses](#)

Degree Requirements: 12-30 courses, 30-85 credits maximum

Leveling Courses

Candidates who have not completed an undergraduate program of study substantially equivalent to a BFA in Interior Design are required to complete leveling courses. The graduate program director evaluates the unique background of each student at the time of acceptance into the graduate program to determine the number and type of leveling courses that are required. Some students may be required to complete up to 55 credits of leveling courses; others will be able to waive some number of these leveling courses based on prior undergraduate experience and professional background. An additional 30 credits of graduate-level coursework is then required to earn the MAIA degree.

Foundation Studies Leveling Courses (4 courses, 12 credits maximum)

Students complete or waive the following courses:

- **ADF-S101 Foundation Drawing I**

Prerequisites:

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings

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.

Term:

Offered Both Fall and Spring

Type:

Arts Admin Minor Elective

• ADF-S102 Foundation Drawing II

Prerequisites:

ADF S101; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S101). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the nude 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-S152 3-Dimensional Design

Prerequisites:

ADF S151 or ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

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-S166 2D/Color**

Prerequisites:

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This is an introductory-level course in the basic concepts and practices of two-dimensional design and color theory. The study of color and design is supportive of all studio disciplines and is vital to the understanding of all visual media. This course features an intensive, hands-on approach to color and design as students create, modify and master the three dimensions of color (hue, value, and strength) plus the principles of design (line, shape, value, composition and image). This in-depth study is essential and underlies all of the visual arts as they are practiced today. An understanding of color and design influences all artists' decisions, affecting the look, meaning and use of visual phenomena.

Type:

Arts Admin Minor Elective

Interior Design Leveling Courses (14 courses, 43 credits maximum)

Students complete or waive the following courses:

- **ADI-S106 Interior Design Communications**

Prerequisites:

Take ADF-S101 ADI-S108 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 conceptual expression, technical drawing presentation, and portfolio purposes.

Term:

Offered Both Fall and Spring

- **ADI-S107 Spatial Graphics**

Credits:

3.00

Description:

Students will be exposed to a range of software applications commonly used in the design industry. Exercises will be used to enhance compositional skills, demonstrate the effective utilization of color and how to integrate images, drawings and vector graphics. Work will be presented in a variety of formats common to studio and client presentations. Students will compose multi-page documents and develop an understanding of appropriate file hierarchies. Exercises expose students to the experiential qualities of design through an exploration of signs, symbols and maps. In addition to 2D graphic solutions, vector graphics for generating 3D artifacts using digital fabrication tools, will be employed.

- **ADI-S110 Digital Orthographics**

Credits:

3.00

Description:

This course will provide students with an understanding of orthographic principles and their importance to spatial thinking and design communication. Students will produce manual drawings in order to manipulate scale. Students will employ Computer Aided Drafting (CAD) software to create measured architectural plans, elevations and sections. The course will introduce students to file management skills and develop proficiency in using cloud based resources. Students will employ virtual workspaces to conduct work in, and out of class. Vector graphic software will also be used to compose work, manipulate technical drawings and illustrate plans and sections for portfolio use.

Term:

Offered Both Fall and Spring

- **ADI-S201 Interior Design Studio I**

Prerequisites:

ADF S152, ADF S143, ADI S110 Prior to or concurrent with ADI 234 Take ADI S106 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-S202 Residential Design Studio

Prerequisites:

ADI S201 AND ADF S102

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-S215 Human Factors & Universal Design

Credits:

3.00

Description:

In this course, students will explore how physiological and psychological factors inform the design of space. Students participate in a series of design challenges that explore topics such as anthropometrics, ergonomics, and proxemics. The seven principles of universal design will be examined through a sequence of charrette exercises. Students will solicit input from User-Experts and employ a more inclusive design process to develop equitable design solutions. In doing so, culture, gender, age, and physical ability will be identified as catalysts for creativity and innovation.

• ADI-223 History of Furniture & Architecture

Credits:

4.00

Description:

This course provides students with the skills to critically analyze historic styles and examine the impact they have had on design. Emphasis will be placed on chronological periods, from antiquity to the 21st century. By examining visual characteristics of each time period, the course reveals how geography, culture and societal values have shaped furniture and architecture for centuries. The course also introduces terminology germane to a study of contemporary furniture and architecture styles. Using the city of Boston as a reference point, students will explore issues of preservation, restoration, rehabilitation, and adaptive re-use in order to identify how the region's design landscape is adapting to environmental and social demands.

• ADI-234 History & Theory of Interior Architecture

Prerequisites:

Taken concurrently with ADI S201

Credits:

3.00

Description:

This course introduces students to the important individuals, ideas and issues that have shaped the direction of contemporary interior design practice in the twentieth century, building upon the historical foundation established by the Ideas of Western Art and History of Furniture and Architecture classes. Intermixing lectures and readings with visits to important local buildings, it discusses the influences of culture, technology, fashion and media upon the work and thinking of the first generation of modern designers, as well as emerging social, moral and environmental imperatives that will form the basis of future practice; cultural identity, interdisciplinary collaboration, sustainability and universal design.

Term:

Offered Fall Term

• ADI-242 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-244 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-254 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-S264 Advanced Interior Design Communication**

Prerequisites:

Take ADI-S106 and ADI-S110 (Required) Take ADF-S101 (Recommended)

Credits:

3.00

Description:

As a continuation of the Interior Design Communication course, students will develop proficiency in communicating aspects of the design process. These process skills include digital wireframe modeling and manual drawings enhanced by digital tools. Students will employ three-dimensional rendering software to enhance perspectives and create walk-through visualizations of their digital models. Movie editing software will be used to create multimedia presentations and students will learn to employ a variety of media formats for presenting their work.

Term:

Offered Both Fall and Spring

• ADI-S304 Furniture and Detailing Studio

Prerequisites:

ADI S201, ADI S264

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, design process, human factors, accessibility, detailing, documentation and presentation techniques.

Term:

Offered Both Fall and Spring

• ADI-352 Environmental Systems

Prerequisites:

ADI 242

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

Interior Architecture Requirements (12 courses, 30 credits)

- **ADI-706 Graduate Portfolio**

Credits:

3.00

Description:

This course provides students with the opportunity to compose a professional folio as well as prepare their Thesis process studies for the final exit portfolio review. Students will address key elements of portfolio content. Through in-class demonstrations and hands-on exercises, students explore mock up, layout and compositional techniques. In addition to composing their final Thesis studies, students will employ more advanced concepts pertinent to the composition and printing of multi-page documents.

Term:

Offered Both Fall and Spring

- **ADI-808 3-Dimensional Color Theory**

Prerequisites:

Take ADI-S847 concurrently (Required) Take ADI-S202 (Recommended)

Credits:

1.00

Description:

The lecture component of this course will explore color's influence on the physiological and psychological disposition of human beings. In-class discussions and short exercises will provide students with hands-on exploration of these concepts in relation to their Thesis Studio project. In doing so elements of color theory will be made relevant to each participants own work. Terminologies pertinent to color theory will be explored in context to their use in the built environment.

- **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, then 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 of design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and justification. Graduate candidates must earn a grade of B- or better in ADI 840, inclusive of any continuation courses, in order to proceed to ADI S842.

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:

Comprised an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design, design development and a final thesis presentation. Students must demonstrate an understanding of the historical, technological and aesthetic parameters of interior architecture and design. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Students unable to successfully complete the design development review will be required to enroll in the subsequent Thesis Studio Continuation. 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

• ADI-S847 Digital Visualization

Prerequisites:

Take ADI-808 concurrently (Required) Take ADI-S264 (Recommended)

Credits:

2.00

Description:

This course provides a platform for developing computer generated rendering skills pertinent to the Thesis Studio projects. Demonstrations and assignments will enable students to build upon familiar orthographic and perspective rendering techniques. Participants will employ new software and examine add-ons to more familiar digital tools. In doing so, students will enhance their ability to represent materiality, reflectivity, illumination, shade and shadow.

• ADI-849 Entrepreneurship With Internship

Credits:

3.00

Description:

This course will cover the business aspects of interior design, including firm management, client and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will explore career planning practices and consider the importance of independent entrepreneurship. Strategies for creating physical and online portfolios will be covered along with resume composition. Participants will gain exposure to a variety of professional design and advocacy groups. Students will also participate in network and interviewing sessions with design professionals. Although students may complete the required internship hours prior to taking this course, every participant will systematically analyze their experiences of practice, characterizing the business models within which they have worked.

• ADI-851 Style, Culture, & Theory

Prerequisites:

Take ADI-S853 concurrently (Required) Take ADI-S202 (Recommended)

Credits:

1.00

Description:

This class will provide a survey of cultural criticism, revealing how style and theory have shaped our relationship to the built environment. Through lectures and readings, students gain a better understanding of what constitutes a sense of place in the 21st century. Students will learn how literature, research, case studies, films and lectures each provide a distinct way to examine interior design. The class will look at specific buildings, styles, movements, products, and materials that came to influence the interior space. Students will explore the catalysts of style and design by examining built environments and visionary design and gain the capacity to employ design precedents in their own research and design studies.

• ADI-S852 Urban Ecology Studio: The Workplace

Prerequisites:

Take ADI-S202 (Recommended)

Credits:

3.00

Description:

This studio focuses on the design of work environments. The course will explore the history of the workplace and the social, economic and cultural factors that will shape our relationship to work in the future. Students will develop research, programming and planning skills unique to these environments. In doing so students will consider how workplaces integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting.

• ADI-S853 Advanced Lighting Studies

Prerequisites:

Take ADI-851 concurrently

Credits:

2.00

Description:

This course enables students to apply advanced technical information, and creative approaches, to lighting design. Students will study natural and artificial lighting techniques and consider the ways in which both impact the human experience of space. Color, lamp source, measurement methods, and lighting control systems will be

addressed. Students will apply these topics to a studio exercise in order to better understand how site and planning constraints inform the designers lighting strategy.

- **ADI-S854 Design Documentation**

Credits:

3.00

Description:

Building on the curriculum of Digital Orthographics, students will gain a more in-depth knowledge of computer aided design and building information modeling software. Students will employ new and familiar computer programs to draft, organize and compile a set of construction drawings. The course requires students to manage more complex layers of information and develop strategies for managing their work virtually.

- **ADI-S855 Urban Ecology Studio: Living Systems**

Prerequisites:

Take ADI-S852

Credits:

3.00

Description:

This studio focuses on the design of environments for health and wellness. The course will conduct research into existing precedents in order to understand the social, economic and cultural factors that shape the way we design for human wellbeing. Students will develop research, programming and planning for a multi-faceted facility. In doing so students will consider how health and wellness integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting. Students will explore the physiology of the human being and consider how complex systems can be addressed at a human and architectural scale. Using the city of Boston as a platform for inquiry students will engage with a variety of stakeholders to better understand this evolving field of inquiry.

Thesis

The Master's program culminates with the completion of the master's thesis, an original 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 three 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 and Thesis Exhibition

Master's candidates who need to complete leveling coursework will be subject to the same policies regarding regularly scheduled portfolio reviews as undergraduate students. Master's students are required to complete an exit portfolio review and participate in the Graduate Student Exhibition.

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



2017-2018 Archived Catalog Information

Interior Architecture

The Master's in Interior Architecture is a CIDA-accredited first professional degree program. Candidates for the Master's degree must complete a course of study consisting of a maximum of 85 credits; up to 55 credits may be waived based on professional background and prior academic experience.

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

- [Degree Requirements](#)
- [Interior Architecture Graduate Courses](#)
- [Foundation 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

• ADI-702 Professional Practicum

Credits:

0.00

Description:

A supervised practical work experience with observation, participation, and assistance coordinated with a design professional (i.e., interior architect, interior designer, architect, developer etc.) The practicum requires completion of a minimum of 150 hours of work/study within the semester, working a minimum of 8 hours per week. Formal arrangements for practicums must be made with, and approved by, the graduate program director. Upon completion of the practicum, students must provide the graduate program director with a work experience waiver from the employer. Professional Practicum work does not earn academic credit and therefore may not be used in lieu of credits required for degree completion.

• ADI-706 Graduate Portfolio

Credits:

3.00

Description:

This course provides students with the opportunity to compose a professional folio as well as prepare their Thesis process studies for the final exit portfolio review. Students will address key elements of portfolio content. Through in-class demonstrations and hands-on exercises, students explore mock up, layout and compositional techniques. In addition to composing their final Thesis studies, students will employ more advanced concepts pertinent to the composition and printing of multi-page documents.

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

Description:

This seminar aims to reveal the key elements of contemporary practices by analyzing the relationship between the masters of Spanish architecture of the 20th C. and the generations following. It will focus on such figures such as Saenz de Oiza, Fisac and De la Sota, continuing with current masters such as Campo Baeza, Moneo and Navarro Baldeweg, the first generation of Spanish architects to have international recognition. More recent inheritors include Aparicio, Abalo, Herreros, Mansilla & Tunon, Nieto Sobejano and Miralles, professionals with prominent academic positions worldwide. Attention will also be given to a new generation of promising architects (Garcia Abril, Sanchez, Jaque, Virseda Vila, Fernandez) whose projects are outstanding for the rigor of their construction and sensitivity to their natural and cultural surroundings. Class lectures will be accompanied by site visits to Madrid buildings designed by these architects, as well as to the studio offices where some of them actually work, to familiarize the students with how these small-scale firms develop their projects. Students will individually carry out a conceptual analysis of a prominent building through sketching and diagrammatic modeling of its principal architectural elements, with a final presentation of the results to a panel of critics.

- **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-808 3-Dimensional Color Theory

Prerequisites:

Take ADI-S847 concurrently (Required) Take ADI-S202 (Recommended)

Credits:

1.00

Description:

The lecture component of this course will explore color's influence on the physiological and psychological disposition of human beings. In-class discussions and short exercises will provide students with hands-on exploration of these concepts in relation to their Thesis Studio project. In doing so elements of color theory will be made relevant to each participants own work. Terminologies pertinent to color theory will be explored in context to their use in the built environment.

• 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 Both Fall and Spring

- **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, then 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 of design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and justification. Graduate candidates must earn a grade of B- or better in ADI 840, inclusive of any continuation courses, in order to proceed to ADI S842.

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:

Continuation is intended for students who the Thesis Research faculty has determined are in need of additional research work prior to enrollment in ADI S842. Credit amounts can vary depending on research progress and will be determined by the Thesis faculty and the Program Director. Students are limited to a maximum of 3 credits of research continuation.

- **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-845 Thesis Documentation Continuation

Prerequisites:

ADI S842 Open to graduate students only

Credits:

1.00- 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.

• ADI-849 Entrepreneurship With Internship

Credits:

3.00

Description:

This course will cover the business aspects of interior design, including firm management, client and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will explore career planning practices and consider the importance of independent entrepreneurship. Strategies for creating physical and online portfolios will be covered along with resume composition. Participants will gain exposure to a variety of professional design and advocacy groups. Students will also participate in network and interviewing sessions with design professionals. Although students may complete the required internship hours prior to taking

this course, every participant will systematically analyze their experiences of practice, characterizing the business models within which they have worked.

- **ADI-851 Style, Culture, & Theory**

Prerequisites:

Take ADI-S853 concurrently (Required) Take ADI-S202 (Recommended)

Credits:

1.00

Description:

This class will provide a survey of cultural criticism, revealing how style and theory have shaped our relationship to the built environment. Through lectures and readings, students gain a better understanding of what constitutes a sense of place in the 21st century. Students will learn how literature, research, case studies, films and lectures each provide a distinct way to examine interior design. The class will look at specific buildings, styles, movements, products, and materials that came to influence the interior space. Students will explore the catalysts of style and design by examining built environments and visionary design and gain the capacity to employ design precedents in their own research and design studies.

- **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-910 Interior Design Independent St**

Prerequisites:

Approval of Program Director and NESADSU Chairman

Credits:

1.00- 6.00

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. The student will work on a one-on-one basis with a full time faculty member to realize a particular and well defined goal. All proposals for Independent Study must be approved by the Dean's Office in advance of the beginning of the semester during which the work will be completed.

- **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:

Comprised an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design, design development and a final thesis presentation. Students must demonstrate an understanding of the historical, technological and aesthetic parameters of interior architecture and design. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Students unable to successfully complete the design development review will be required to enroll in the subsequent Thesis Studio Continuation. 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:

Continuation is intended for students who the Thesis Studio faculty has determined are in need of additional thesis studio work prior to enrollment in ADI 844. Credit amounts can vary depending on studio progress and will be determined by the Thesis faculty and Program Director. Students are limited to a maximum of 3 credits of studio continuation.

• ADI-S847 Digital Visualization

Prerequisites:

Take ADI-808 concurrently (Required) Take ADI-S264 (Recommended)

Credits:

2.00

Description:

This course provides a platform for developing computer generated rendering skills pertinent to the Thesis Studio projects. Demonstrations and assignments will enable students to build upon familiar orthographic and perspective rendering techniques. Participants will employ new software and examine add-ons to more familiar digital tools. In doing so, students will enhance their ability to represent materiality, reflectivity, illumination, shade and shadow.

• ADI-S852 Urban Ecology Studio: The Workplace

Prerequisites:

Take ADI-S202 (Recommended)

Credits:

3.00

Description:

This studio focuses on the design of work environments. The course will explore the history of the workplace and the social, economic and cultural factors that will shape our relationship to work in the future. Students will develop research, programming and planning skills unique to these environments. In doing so students will consider how workplaces integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting.

• ADI-S853 Advanced Lighting Studies

Prerequisites:

Take ADI-851 concurrently

Credits:

2.00

Description:

This course enables students to apply advanced technical information, and creative approaches, to lighting design. Students will study natural and artificial lighting techniques and consider the ways in which both impact the human experience of space. Color, lamp source, measurement methods, and lighting control systems will be addressed. Students will apply these topics to a studio exercise in order to better understand how site and planning constraints inform the designers lighting strategy.

• ADI-S854 Design Documentation

Credits:

3.00

Description:

Building on the curriculum of Digital Orthographics, students will gain a more in-depth knowledge of computer aided design and building information modeling software. Students will employ new and familiar computer programs to draft, organize and compile a set of construction drawings. The course requires students to manage more complex layers of information and develop strategies for managing their work virtually.

• ADI-S855 Urban Ecology Studio: Living Systems

Prerequisites:

Take ADI-S852

Credits:

3.00

Description:

This studio focuses on the design of environments for health and wellness. The course will conduct research into existing precedents in order to understand the social, economic and cultural factors that shape the way we design for human wellbeing. Students will develop research, programming and planning for a multi-faceted facility. In doing so students will consider how health and wellness integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting. Students will explore the physiology of the human being and consider how complex systems can be addressed at a human and architectural scale. Using the city of Boston as a platform for inquiry students will engage with a variety of stakeholders to better understand this evolving field of inquiry.

• 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.

• **ADI-S910 Interior Design Ind Study**

Prerequisites:

Approval of Program Director and NESADSU Chairman

Credits:

1.00- 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. The student will work on a one-on-one basis with a full time faculty member to realize a particular and well defined goal. All proposals for Independent Study must be approved by the Dean's Office in advance of the beginning of the semester during which the work will be completed.



2017-2018 Archived Catalog Information

Interior Architecture

The Master's in Interior Architecture is a CIDA-accredited first professional degree program. Candidates for the Master's degree must complete a course of study consisting of a maximum of 85 credits; up to 55 credits may be waived based on professional background and prior academic experience.

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

- [Degree Requirements](#)
- [Interior Architecture Graduate Courses](#)
- [Foundation Courses](#)

- ADF-110 Discovering Boston's Art and Design

Credits:

2.00

Description:

Explore, investigate and savor Boston's rich variety of visual art and design with Professor Brown, New England School of Art & Design Program Director and practicing multi-media artist, as your guide. Visit museums, galleries and artists' studios and meet professional designers in their work spaces. Exercise your own creativity too, with fun cell phone photo tours of the Boston waterfront and the Italian North End and Beacon Hill neighborhoods. Throughout the course, you will create a visual journal in collage to record your own unique experiences in Boston's world of art and design. A studio fee of \$40 applies. This course does not fulfill core requirements.

- ADF-181 Ideas of Western Art I

Credits:

4.00

Description:

This course will survey the major concepts and issues of Western Art, from prehistoric to the Early Renaissance. Architecture, sculpture and paintings will be studied individually for their formal elements and visual importance, and also within their own aesthetic, historic and cultural context. Class discussion and visual analysis of works of art will encourage personal interpretation and critical thinking.

Term:

Offered Fall Term

- **ADF-182 Ideas of Western Art II**

Credits:

4.00

Description:

This course will survey the major concepts and issues of Western Art, from Renaissance to contemporary art. Architecture, sculpture and paintings will be studied individually for their formal elements and visual importance, and also within their own aesthetic, historic and cultural context. Class discussion and visual analysis of works of art will encourage personal interpretation and critical thinking.

Term:

Offered Spring Term

- **ADF-S101 Foundation Drawing I**

Prerequisites:

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings

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.

Term:

Offered Both Fall and Spring

Type:

Arts Admin Minor Elective

- **ADF-S102 Foundation Drawing II**

Prerequisites:

ADF S101; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S101). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the nude 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-S123 Painting

Prerequisites:

ADF S101, ADF S166

Credits:

3.00

Description:

In this introductory course, students will learn to accurately perceive relationships of shape, form, color and value, and to translate that information through the medium of paint. In a series of in-class and outside projects on canvas, prepared paper and panel, students will explore various approaches to the use of acrylic and oil paint. Emphasis will be placed on the development of disciplined technical skills as well as the exploration of painting's potential as a medium of communication and creative visual expression.

Term:

Offered Spring Term

• ADF-S152 3-Dimensional Design

Prerequisites:

ADF S151 or ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

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-S156 Imaging

Prerequisites:

ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

Digital visual image generation and modification, especially when combined with traditional hand techniques, are essential skills for artists and designers of the 21st century. This course introduces techniques of image capture, manipulation and output. Weekly and longer-length assignments will address creative and innovative idea generation using these approaches.

Term:

Offered Both Fall and Spring

• ADF-S166 2D/Color

Prerequisites:

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This is an introductory-level course in the basic concepts and practices of two-dimensional design and color theory. The study of color and design is supportive of all studio disciplines and is vital to the understanding of all visual media. This course features an intensive, hands-on approach to color and design as students create, modify and master the three dimensions of color (hue, value, and strength) plus the principles of design (line, shape, value, composition and image). This in-depth study is essential and underlies all of the visual arts as they are practiced today. An understanding of color and design influences all artists' decisions, affecting the look, meaning and use of visual phenomena.

Type:

Arts Admin Minor Elective

- **ADF-S171 CI: Integrated Studio 1**

Prerequisites:

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This cross-disciplinary course will integrate the ideas and practices of two-dimensional design, color and drawing emphasis will be placed on understanding the creative process, exploring concepts and developing research skills. Students will undertake individual and collaborative projects in three spaces; the studio classroom, the digital world and the city at large.

Type:

Creativity and Innovation, Arts Admin Minor Elective

- **ADF-S172 CI: Integrated Studio II**

Prerequisites:

ADF S101; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

Credits:

3.00

Description:

This course builds on the Integrated Studio 1 experience: synthesizing fundamental visual ideas. IS 2 investigates the construction, documentation, and transformation of volumetric form, environmental space, and time. Projects will explore narrative strategies and the creation of immersive experiences. Students will develop critical and analytical skills while employing a range of traditional and digital media-including video/sound capture and editing-as they explore the creative boundaries of the classroom studio, the city of Boston, and virtual space.

Type:

Creativity and Innovation

- **ARH-101 Art History I**

Credits:

4.00

Description:

Surveys the art of Western civilization from prehistoric caves to medieval cathedrals. Considers works from the Ancient Near East, Ancient Egypt, Ancient Greece and Rome, the Byzantine Era, the Romanesque Period, and the Gothic Period in their historical contexts. Introduces students to formal analysis, iconography, and critical thinking.

Term:

Offered Both Fall and Spring

• **ARH-102 Art History II**

Credits:

4.00

Description:

Surveys the art of Europe and America from the Renaissance to the present. Considers work of painting, sculpture, and architecture from periods such as the Renaissance, the Baroque, the Rococo, Neoclassicism, Romanticism, Impressionism, Abstract Impressionism, and Post-Modernism in their historical contexts. Introduces students to formal analysis, iconography, and critical thinking.

Term:

Offered Both Fall and Spring



2017-2018 Archived Catalog Information

Mental Health Counseling

Degree Programs

- MS in Mental Health Counseling
- [MPA/MS in Mental Health Counseling](#)
- [MS in Crime & Justice Studies/MS in Mental Health Counseling](#)

Post Master's Programs

- Certificate of Advanced Graduate Study (CAGS) in Mental Health Counseling

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 in Mental Health Counseling Degree Requirements](#)
- [Mental Health Counseling Post-Master's Certificate](#)
- [Gainful Employment Disclosure](#)
- [Counseling 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 60 credits of coursework, depending on undergraduate preparation.

Degree Requirements: 18 courses, 60 credits

Core Requirements (5 courses, 15 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.

- **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-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.

Counseling Requirements (8 courses, 30 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**

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**

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.

Special Treatment Issue Requirement (1 course, 3 credits)

Choose one of the following:

- **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.

Note: Other option may be taken as an elective.

Electives (4 courses, 12 credits)

Choose four of the following:

- **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-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-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.

- **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

(Coursework in related disciplines may be elected subject to approval of the program director.)

Practicum & Internship

It is during the Counseling Skills Laboratory 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 Internship 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 "B" (3.0) or higher. After two failed attempts to satisfactorily complete the clinical practicum and/or internship, students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.



2017-2018 Archived Catalog Information

Mental Health Counseling

Degree Programs

- MS in Mental Health Counseling
- [MPA/MS in Mental Health Counseling](#)
- [MS in Crime & Justice Studies/MS in Mental Health Counseling](#)

Post Master's Programs

- Certificate of Advanced Graduate Study (CAGS) in Mental Health Counseling

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 in Mental Health Counseling Degree Requirements](#)
- [Mental Health Counseling Post-Master's Certificate](#)
- [Gainful Employment Disclosure](#)
- [Counseling Courses](#)

Degree Requirements

1. Students admitted to this dual degree program must meet all the requirements of the undergraduate Psychology degree program.
2. Students must also meet all requirements for the Master's degree in Mental Health Counseling.
3. The two 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 a dual Bachelor's and Master's degree. The exact degree (BA/BS and Master's) will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual 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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- [Counseling Courses](#)

Certificate Requirements: 6 courses, 24 credits

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.

Core 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 four of the following:

- **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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View the Federally Mandated [Gainful Employment Disclosure for the Certificate of Advanced Graduate Study in Mental Health Counseling \(CAGS\)](#).



2017-2018 Archived Catalog Information

Mental Health Counseling

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- [MPA/MS in Mental Health Counseling](#)
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- [Counseling Courses](#)

- 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.

- **COUN-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.

- **COUN-725 Forensic Psychological Assessment**

Prerequisites:

COUN-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.

- **COUN-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.

- **COUN-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.

- **COUN-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.

- **COUN-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.

- **COUN-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.

- **COUN-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**

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**

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 Higher Education Program

- **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.



2017-2018 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 concentrations are available: Professional Politics and International Relations. The MS in Political Science consists of 10 courses (30 credits) of coursework.

There is also a dual [Master of Public Administration/Master of Science in Political Science](#) option.

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

- [Master of Science in Political Science](#)
- [Professional Politics Certificate](#)
- [Gainful Employment Disclosure](#)
- [Accelerated Bachelor's/Master's Degree in Political Science](#)
- [Political Science Courses](#)

Degree Requirements: 10 courses, 30 credits

Students choose either the Professional Politics or International Relations concentration.

Professional Politics Concentration

Core Requirements (6 courses, 18 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-765 Global Public Policy**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

• GVT-778 Global Policy & Data Analysis 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:

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

Electives (4 courses, 12 credits)

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area.

International Relations Concentration

Core Requirements (6 courses, 18 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**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

• GVT-778 Global Policy & Data Analysis 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:

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

Electives (4 courses, 12 credits)

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area.

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. If you choose this option, please contact the program director to schedule an exam.



2017-2018 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 concentrations are available: Professional Politics and International Relations. The MS in Political Science consists of 10 courses (30 credits) of coursework.

There is also a dual [Master of Public Administration/Master of Science in Political Science](#) option.

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

- [Master of Science in Political Science](#)
- [Professional Politics Certificate](#)
- [Gainful Employment Disclosure](#)
- [Accelerated Bachelor's/Master's Degree in Political Science](#)
- [Political Science 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.

Core 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-765 Global Public Policy**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

- **GVT-777 Writing for the Policy Professional**

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.



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View the Federally Mandated Gainful Employment Disclosure for the [Certificate of Advanced Graduate Study \(CAGS\) in Professional Politics](#).



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This program provides an accelerated path for undergraduate Government majors to obtain a Master's degree in Political Science. 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.

Degree Requirements

1. Students admitted to this dual degree program must meet all the requirements of one of the undergraduate degree programs (BA or BS in Government).
2. Student must also meet all requirements for the Master's degree in Political Science (MSPS).
3. The two 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. 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 a dual Bachelor's and Master's degree. The exact degree will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual 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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Political Science

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There is also a dual [Master of Public Administration/Master of Science in Political Science](#) option.

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

- [Master of Science in Political Science](#)
 - [Professional Politics Certificate](#)
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 - [Accelerated Bachelor's/Master's Degree in Political Science](#)
 - [Political Science Courses](#)
-
- GVT-010 Summer Campaign Lab

Prerequisites:

Instructor Consent Required

Credits:

0.00

Description:

This non-credit, two-week intensive certificate will combine in-depth training on building and running a successful campaign, with site visits to leading political strategy and non-profit agencies. Students will broaden their network meeting leaders in government, public policy, and non-profits by participating in evening speaker series and networking events. Evening teamwork will culminate in a final campaign plan to be presented on the final day of the program.

- 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-609 Transitional Justice

Credits:

3.00

Description:

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

• 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-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-638 Environmental Policy & Politics**

Credits:

3.00

Description:

From Rio to the Boston Harbor Project, this course examines the policies 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.

- **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-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 Race, Gender and Sexual Orientation on Campaigns**

Credits:

1.00

Description:

This course will examine the role that race, gender, and sexual orientation play on political campaigns. We will explore the challenges and opportunities that women, people of color, and LGBT individuals face as candidates, the consequences of diversity (or lack thereof) on campaign teams, and how race, gender and sexual orientation are mobilized by campaigns to reinforce messages, target voters, and raise money.

- **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-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-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 Governance & Regional Political Economy**

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:

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and

history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

- **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-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-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-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-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**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

- **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:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

- **GVT-778 Global Policy & Data Analysis 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:

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

- **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 will 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:

Instructor permission required

Credits:

3.00

Description:

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

- **GVT-804 International Political Marketing**

Credits:

3.00

Description:

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

- **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-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-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-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-907 Pre-Thesis Reading Course**

Prerequisites:

completion of all other course work for the MSPS/ thesis option, with a cumulative grade point average of 3.5 or better, and permission of the department's Director of Graduate Studies.

Credits:

6.00

Description:

Intensive reading, under the guidance of a faculty member, of advanced scholarly literature in the subfield of the student's intended master's thesis.

- **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-920 International Internship - Brussels**

Prerequisites:

Instructor consent required

Credits:

6.00

Description:

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

- **GVT-938 Summer Campaign Lab**

Prerequisites:

Instructor Consent Required

Credits:

3.00

Description:

This two-week, intensive class will combine in-depth training on building and running a successful campaign, with site visits to leading political strategy and non-profit agencies. Students will broaden their network meeting leaders in government, public policy, and non-profits by participating in evening speaker series and networking events. Evening teamwork will culminate in a final campaign plan to be presented on the final day of the program.

- **GVT-957 Thesis Research & Writing**

Prerequisites:

GVT 907

Credits:

6.00

Description:

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

- **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.



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Sawyer Business School

This section of the 2017-2018 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 the accounting and business administration programs, the Sawyer Business School is 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.

Suffolk's Master of Healthcare Administration is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). We are one of 97 healthcare programs to be CAHME accredited. Within New England, Suffolk offers the only active MHA program that is CAHME accredited.

The New England Association of Schools and Colleges (NEASC) accredits Suffolk University.



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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.



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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 in Boston, Online and at the North Campus.

The MBA program provides all the basic skills of an MBA, as well as exposure to Boston's world-class industries. The MBA curriculum integrates experiential learning by having students regularly interact with Boston-area organizations.

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students. Students in the 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.

As a flexibility option, campus students can take some of their courses online. Full-time campus students may take up to 2 courses online; part-time students may take up to 5 courses online. 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 enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

MBA students can also complete a significant portion of the degree at the North Campus, based on a rotating schedule of core, required and elective courses, within three to four years. Students have the flexibility to take core, required or elective courses at the North Campus, with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Electives](#)
- [Advising](#)
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Total Credits Required: 34-49

Contextualize: from Boston to the World* (4 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

*Must be taken as early in the program as possible.

Core Courses* (15 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*May be waived

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

• MBA-740 Immerse- Travel Seminar

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

MBA Electives (12 Credits)

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800 level or above (some 700 level electives are acceptable for HLTH and PAD. See elective list for acceptable 700 level courses) within the Sawyer Business School.

Construct the Big Picture (6 Credits)

• MBA-750 Building Global Connections

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

• MBA-760 World Class Strategies

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change* (3 Credits)

• MBA-770 Leading and Implementing Change

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

*Must be taken as late in the program as possible.

Learning Goals & Objectives

- MBA Learning Goals & Objectives

Learning Goals	Learning Objectives
<p>Be able to effectively apply analytical and critical reasoning skills to solve organizational challenges.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Effectively articulate the role of ethics in management.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures

Learning Goals	Learning Objectives
<p>Indicate an understanding of how culture, economic and political issues differ across countries.</p> <p>(Global Awareness)</p>	<ol style="list-style-type: none"> 1. Articulate fundamental challenges of global business. 2. Analyze financial impacts of operating a global business. 3. Apply the analysis to global management situation. 4. Identify challenges of an international workforce. 5. Demonstrate cultural awareness of external constituents
<p>Be able to effectively communicate in oral form.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Be able to effectively communicate in written form.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details. 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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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 in Boston, Online and at the North Campus.

The MBA program provides all the basic skills of an MBA, as well as exposure to Boston's world-class industries. The MBA curriculum integrates experiential learning by having students regularly interact with Boston-area organizations.

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students. Students in the 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.

As a flexibility option, campus students can take some of their courses online. Full-time campus students may take up to 2 courses online; part-time students may take up to 5 courses online. 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 enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

MBA students can also complete a significant portion of the degree at the North Campus, based on a rotating schedule of core, required and elective courses, within three to four years. Students have the flexibility to take core, required or elective courses at the North Campus, with courses offered in Boston or online to help meet degree completion goals.

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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. Four electives must be taken within the Sawyer Business School and be 800 or above. A select number of 700 level courses are acceptable within Healthcare, Public Administration and Nonprofit electives. Check the website as well as with your advisor for a list of acceptable 700 level HLTH and PAD electives.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics

- Healthcare Administration
- Information Systems and Operation Management
- 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 MBA classes in Boston, Online and at the North Campus. Elective options will vary within any given semester.

**SBS-920 SBS Graduate Internship is designed for students interested in completing an internship, not for credit. Students must consult with the MBA Advisor for guidance on how to be considered for this option.

Accounting

• ACCT-800 Graduate Financial Accounting I

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• 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

• 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

• 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 Spring Term

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

- **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

• ACCT-824 Financial Reporting and Analysis

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

• ACCT-825 Management Decisions and Control

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

- **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

- **ACCT-871 Not-For-Profit and Governmental Accounting**

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

• 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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

• 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

- **ACCT-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Business Law and Ethics

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **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

- **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

- **BLLS-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning

outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

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.

- **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.

- **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).

- **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 International Business

- **MGES-843 Business Opportunities Using Design Thinking and Biomimicry**

Credits:

3.00

Description:

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term design thinking if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

- **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.

- **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.

- **MGES-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Finance and Managerial Economics

- **FIN-800 Financial Statement Analysis and Valuation**

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

• 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

• FIN-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.

Term:

Offered Spring Term

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

• 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

• FIN-816 Risk Management in Banking and Finance

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

- **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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-881 Real Estate Finance**

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

- **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

- **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

- **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

• FIN-890 Risk Assessment and Simulation

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

• FIN-900 Special Topics in Finance

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

• 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

• FIN-920 MBA Graduate Internship

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

• 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 International Business

• **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

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.

- **HLTH-701 Introduction to the U.S. Healthcare System**

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.

- **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.

- **HLTH-807 Innovation: The Future of Healthcare**

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. The outcomes of healthcare innovation will evolve, 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 understand, work with, develop and lead innovation in healthcare. The course explores some of the leading prompts of innovation and examples of innovation in the organization and delivery of healthcare

services, as well as the development and use of innovations in personal healthcare, biotechnology and pharmaceuticals, medical devices and diagnostic equipment. In particular, the course explores how innovation happens-i.e., how players across the healthcare industry identify, pursue, create and support or impede opportunities for innovation. Those players include healthcare professionals and delivery organizations, university researchers, medical products and technology companies, government agencies and entrepreneurs. The course also examines healthcare innovations that are expected-and hoped for-in the future. This will enable students to become better futurists who can anticipate innovations and their implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

- **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.

- **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.

- **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.

• 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.

- **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.

- **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.

- **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.

- **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.

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

- **HLTH-831 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.

- **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.

- **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.

- **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.

- **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.

- **HLTH-842 Global Health**

Prerequisites:

HLTH-701

Credits:

3.00

Description:

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens, governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

- **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.

- **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.

- **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.

- **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 400 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.

- **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 Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review 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 (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

Information Systems and Operation Management

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and

exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-840 Security and Privacy

Credits:

3.00

Description:

Introduces 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-845 Business Intelligence and Data Analytics

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

• ISOM-851 Supply Chain Management: Design and Analysis

Credits:

3.00

Description:

Introduces the fundamental principles and concepts for effective management of supply chains via performance such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a how-to course with an extensive use to Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

Term:

Offered Fall Term

• ISOM-861 Project Management

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

- **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.

- **ISOM-920 IS & OM Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

0.00- 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. 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.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **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

• FNIB-825 Multinational Financial Management

Prerequisites:

MBA-650

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

• 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 International Business

- **MGIB-835 International Strategy**

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

- **MGIB-837 Strategic Context of International Business**

Prerequisites:

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

- **MGIB-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

- **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 International Business

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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

- **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

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

Marketing

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

Prerequisites:

MBA-625, OR SBS-604, OR MBA-622; 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.

- **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.

- **MKT-920 Marketing Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625 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.

- **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

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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

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.

- **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.

- **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.

Public Administration including Nonprofit Management

- **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-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-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-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.

- **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.

- **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.

- **P.AD-816 Seminar in Public Policy**

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.

- **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.

- **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.

- **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.

- **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.

- **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.

- **P.AD-828 Public 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-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.

- **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.

- **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

- **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 International Business, GRAD Travel Seminar

- **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.

- **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.

- **P.AD-849 Revenue Strategies for Nonprofits**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

- **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.

- **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.

- **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.

- **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.

Strategic Management

- **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.

- **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

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

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

• **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.

• **MGT-920 Management Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

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.

Taxation

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• TAX-865 International Taxation Outbound

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

• TAX-876 Tax Policy

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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

• TAX-879 Personal Financial Planning

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

- **TAX-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.



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2017-2018 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 in Boston, Online and at the North Campus.

The MBA program provides all the basic skills of an MBA, as well as exposure to Boston's world-class industries. The MBA curriculum integrates experiential learning by having students regularly interact with Boston-area organizations.

The MBA Online is a fully online degree; or a flexible option for on-campus MBA students. Students in the 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.

As a flexibility option, campus students can take some of their courses online. Full-time campus students may take up to 2 courses online; part-time students may take up to 5 courses online. 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 enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

MBA students can also complete a significant portion of the degree at the North Campus, based on a rotating schedule of core, required and elective courses, within three to four years. Students have the flexibility to take core, required or elective courses at the North Campus, with courses offered in Boston or online to help meet degree completion goals.

- [Curriculum](#)
- [Electives](#)
- [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 their advisor.

The MBA Programs Office assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. MBA students have the flexibility of taking core, required and elective courses in Boston, online or at the North Campus.

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 enroll in the New Student Orientation (NSO)- (SBS 002 W1). It is a no-fee,

zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.



2017-2018 Archived Catalog Information

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As a flexibility option, campus students can take some of their courses online. Full-time campus students may take up to 2 courses online; part-time students may take up to 5 courses online. 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 enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

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- [Curriculum](#)
- [Electives](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 700, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student’s acceptance into the MBA Program and are waived during the student’s first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston or the North campus only with prior arrangements. All MBA students must complete a minimum of 34 credits in the Sawyer Business School.

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. 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.

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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MBA Concentrations

The MBA program requires 4 electives as part of the degree program. If a concentration is declared, at least three electives in one functional area must be completed. The schedule for when courses within a concentration are offered vary by semester.

Boston campus concentrations include: accounting, business intelligence, entrepreneurship, finance, healthcare administration, international business, marketing, nonprofit management, organizational behavior, strategic management, supply chain management, and taxation.

Students at the North Campus may need to combine taking classes in Boston, at the North Campus and/or online to complete a concentration.

MBA/JD students can declare a concentration only if they are approved to substitute at least three electives due to MBA core course waivers.

Students who declare a concentration must submit a Declaration of Concentration form. Students are encouraged to meet with their advisor before they declare a concentration.

The concentration appears on the transcript, not the diploma.

- [Accounting](#)
- [Business Intelligence](#)
- [Entrepreneurship](#)
- [Finance](#)
- [Healthcare Administration](#)
- [International Business](#)
- [Marketing](#)
- [Nonprofit Management](#)
- [Organizational Behavior](#)
- [Strategic Management](#)
- [Supply Chain Management](#)
- [Taxation](#)

Accounting is the language of business. It's how you communicate business information. At Suffolk, you'll master the unfolding regulatory, financial, and strategic challenges in a global business environment.

Accounting Concentration

Students must take 3-4 courses to complete this concentration based on the following criteria:

If you have already taken or waived MBA 640, you must complete the following 3 courses:

2 Required Courses:

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

Choose 1 elective from the following list:

- **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

• **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 Spring Term

• **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

• 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

• ACCT-824 Financial Reporting and Analysis

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

• ACCT-825 Management Decisions and Control

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

Offered Spring Term

• 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

• ACCT-871 Not-For-Profit and Governmental Accounting

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

• 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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

If you have not taken or waived MBA 640, you must complete the following four courses:

3 Required Courses:

• ACCT-800 Graduate Financial Accounting I

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial

statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• 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

• 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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

Choose 1 elective from the following list:

- **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

- **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 Spring Term

- **ACCT-805 Auditing and Assurance Services**

Prerequisites:

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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

• 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

• ACCT-824 Financial Reporting and Analysis

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

- **ACCT-825 Management Decisions and Control**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

Offered Spring Term

- **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

- **ACCT-871 Not-For-Profit and Governmental Accounting**

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

• **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business



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Learn to effectively manage and analyze big data. These skills will prepare you to make complex business decisions related to operations, sales, marketing, and research and development.

Business Intelligence Concentration

Students need to take 3 courses below to complete this concentration.

2 Required Courses:

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

- **ISOM-845 Business Intelligence and Data Analytics**

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

Choose 1 Elective Course:

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-840 Security and Privacy

Credits:

3.00

Description:

Introduces 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-801 Solving Business Problems Using Advanced Excel

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow

worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring



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Academic Catalogs

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If you're creative, passionate, and driven, and want to be an impact-player in the business world, the entrepreneurship concentration is for you. The curriculum is designed for students working in existing organizations or those who plan to start their own businesses.

Entrepreneurship Concentration

Take three of the following courses. While you can choose your own course sequence of MGES courses, we recommend that you begin your concentration with either MGES 800-Business Startups or MGES 802-Corporate 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.

- **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.

- **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).

- **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 International Business

- **MGES-843 Business Opportunities Using Design Thinking and Biomimicry**

Credits:

3.00

Description:

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term design thinking if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

- **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.



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Finance is evolving quickly, and you want to do more than just keep pace. You want to be at the forefront of change, ready to lead. With this concentration, you'll explore areas such as corporate finance, portfolio management, investment banking, and international finance.

Finance Concentration

Select three courses from the following list:

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-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.

Term:

Offered Spring Term

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

- **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

- **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

- **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:

MBA International Business

• **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 International Business

• **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



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Whether you're new to healthcare or an experienced professional, this concentration prepares you for the latest challenges of a changing industry. The courses cover key aspects of healthcare, such as leadership, ethics, strategy development, innovation, quality and patient safety, population health management, and health information systems.

Healthcare Administration Concentration

Select three courses from the following list:

- **HLTH-701 Introduction to the U.S. Healthcare System**

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.

- **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.

- **HLTH-807 Innovation: The Future of Healthcare**

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. The outcomes of healthcare innovation will evolve, 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 understand, work with, develop and lead innovation in healthcare. The course explores some of the leading prompters of innovation and examples of innovation in the organization and delivery of healthcare services, as well as the development and use of innovations in personal healthcare, biotechnology and

pharmaceuticals, medical devices and diagnostic equipment. In particular, the course explores how innovation happens-i.e., how players across the healthcare industry identify, pursue, create and support or impede opportunities for innovation. Those players include healthcare professionals and delivery organizations, university researchers, medical products and technology companies, government agencies and entrepreneurs. The course also examines healthcare innovations that are expected-and hoped for-in the future. This will enable students to become better futurists who can anticipate innovations and their implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

- **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.

- **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.

- **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.

• 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.

• 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.

• 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.

• 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.

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

- **HLTH-831 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.

- **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.

- **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.

- **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.

• 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.

• HLTH-842 Global Health

Prerequisites:

HLTH-701

Credits:

3.00

Description:

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens,

governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

- **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.

- **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.

- **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.

- **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 400 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.

• 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 Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review 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 (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.



2017-2018 Archived Catalog Information

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- [Healthcare Administration](#)
- [International Business](#)
- [Marketing](#)
- [Nonprofit Management](#)
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You need a global mindset to compete in today's marketplace. Businesses, nonprofits, and government agencies are increasingly multinational. With this concentration, you'll become a leader who can cross borders, embrace new cultures, and offer international perspectives.

International Business Concentration

Select three courses from the following list:

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **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

- **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:

MBA International Business

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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:

- **MGIB-835 International Strategy**

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

- **MGIB-837 Strategic Context of International Business**

Prerequisites:

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

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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

- **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

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• 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 International Business, GRAD Travel Seminar



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Marketing is critical to the success of any business. And it's a field that's evolving rapidly with the onset of globalization, new technologies, and modern lifestyles. Having expertise in areas such as consumer behavior, advertising, and brand management increases your career opportunities.

Marketing Concentration

Select three courses from the following list:

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

Prerequisites:

MBA-625, OR SBS-604, OR MBA-622; 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.

- **MKT-818 Global Product Innovation: From Concept to Commercialization**

Prerequisites:

MBA-660

Credits:

3.00

Description:

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

- **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.

• 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.

• MKT-920 Marketing Internship

Prerequisites:

SBS-700, MBA-615, MBA-625 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.

- **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 International Business

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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

- **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



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- [Taxation](#)

Explore the distinctive features and practices of nonprofit organizations with a focus on areas like financial management, nonprofit law and ethics, and revenue strategies. You'll graduate ready to meet the challenges of this fast-growing and diverse sector.

Nonprofit Management Concentration

Select three courses from the following list:

- **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.

- **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 an via Blackboard.

- **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.

- **P.AD-828 Public 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-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 International Business, GRAD Travel Seminar

- **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.

- **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.

- **P.AD-849 Revenue Strategies for Nonprofits**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

- **ACCT-871 Not-For-Profit and Governmental Accounting**

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



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- [Organizational Behavior](#)
- [Strategic Management](#)
- [Supply Chain Management](#)
- [Taxation](#)

The organizational behavior concentration will teach you how to influence behavior at your organization and how to effectively manage employees. This concentration provides a broad foundation of management skills, ranging from creativity to leadership, teamwork, and project management.

Organizational Behavior Concentration

Select three courses from the following list:

- **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.

- **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.

- **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.



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MBA Concentrations

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MBA/JD students can declare a concentration only if they are approved to substitute at least three electives due to MBA core course waivers.

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- [Accounting](#)
- [Business Intelligence](#)
- [Entrepreneurship](#)
- [Finance](#)
- [Healthcare Administration](#)
- [International Business](#)
- [Marketing](#)
- [Nonprofit Management](#)
- [Organizational Behavior](#)
- [Strategic Management](#)
- [Supply Chain Management](#)
- [Taxation](#)

Learn what it takes to build and implement business strategies that take your organization to the next level. Your courses focus on a wide range of areas, such as corporate innovation, international strategy, management consulting, and strategic marketing.

Strategic Management Concentration

Select three courses from the following list:

- **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

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

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

- **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.

• 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.

• MGT-920 Management Internship

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

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.

• MGIB-835 International Strategy

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

• MGIB-837 Strategic Context of International Business

Prerequisites:

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



2017-2018 Archived Catalog Information

MBA Concentrations

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- [Nonprofit Management](#)
- [Organizational Behavior](#)
- [Strategic Management](#)
- [Supply Chain Management](#)
- [Taxation](#)

Build the skills to work across multiple function areas, such as procurement, production, distribution, pricing, and product development. You'll learn to manage the flows of materials, products/services, information, and money.

Supply Chain Management Concentration

Students need to take the 3 required courses below to complete this concentration.

Required courses:

- **ISOM-851 Supply Chain Management: Design and Analysis**

Credits:

3.00

Description:

Introduces the fundamental principles and concepts for effective management of supply chains via performance such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a how-to course with an extensive use to Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

Term:

Offered Fall Term

- **ISOM-861 Project Management**

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

- **ISOM-825 Enterprise Data Management**

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term



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- [Organizational Behavior](#)
- [Strategic Management](#)
- [Supply Chain Management](#)
- [Taxation](#)

Don't let complex tax issues intimidate you. Build your knowledge of tax compliance, tax planning, and tax policy.

Taxation Concentration

Students need to take 3 courses below to complete this concentration.

Required Courses:

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

*If students have not taken TAX 801 or TAX 861 it may be possible to waive these courses as prerequisites for the tax electives listed. Contact the MST Program Director for more information.

Select one course from the following list:

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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:

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term



2017-2018 Archived Catalog Information

MBA Online Concentrations

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Online students are welcome to take electives offered on the Boston and/or North Campus to count towards their concentration. Please refer to the MBA concentration page. All electives must be 800 level or above (some 700 level electives are acceptable for HLTH and PAD. See electives list for acceptable 700 level courses within the Sawyer Business School.

MBA online concentrations include: accounting, entrepreneurship, finance, international business, marketing and strategic management.

Students are encouraged to meet with their advisor prior to declaring a concentration. Students who declare a concentration must fill out a Declaration of Concentration form.

The concentration appears on the transcript, not on the diploma.

- [Accounting](#)
- [Entrepreneurship](#)
- [Finance](#)
- [International Business](#)
- [Marketing](#)
- [Strategic Management](#)

Accounting is the language of business. It's how you communicate business information. At Suffolk, you'll master the unfolding regulatory, financial, and strategic challenges in a global business environment.

Accounting Concentration

Students must take 3-4 courses to complete this concentration based on the following criteria:

If you have already taken or waived MBA 640

Required Courses:

- ACCT-800 Graduate Financial Accounting I

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• **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

Select one course from the following list:

• **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

• 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

• ACCT-824 Financial Reporting and Analysis

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

- **ACCT-825 Management Decisions and Control**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

Offered Spring Term

- **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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

If you have not taken or waived MBA 640, 4 courses comprise the Accounting concentration.

Required courses:

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

• 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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

Select one course from the following list:

• 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:

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Prerequisites:

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Description:

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Term:

Offered Both Fall and Spring

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

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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 Fall Term

- **ACCT-825 Management Decisions and Control**

Prerequisites:

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Credits:

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Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

Offered Spring Term

• ACCT-865 Accounting Information Systems

Prerequisites:

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Credits:

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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.

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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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business



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- [Accounting](#)
- [Entrepreneurship](#)
- [Finance](#)
- [International Business](#)
- [Marketing](#)
- [Strategic Management](#)

If you're creative, passionate, and driven, and want to be an impact-player in the business world, the entrepreneurship concentration is for you. The curriculum is designed for students working in existing organizations or those who plan to start their own businesses.

Entrepreneurship Concentration

Select three or four courses from the following list:

- **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).

- **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 International Business

- **MGES-843 Business Opportunities Using Design Thinking and Biomimicry**

Credits:

3.00

Description:

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term design thinking if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.



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MBA Online Concentrations

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MBA online concentrations include: accounting, entrepreneurship, finance, international business, marketing and strategic management.

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- [Accounting](#)
- [Entrepreneurship](#)
- [Finance](#)
- [International Business](#)
- [Marketing](#)
- [Strategic Management](#)

Finance is evolving quickly, and you want to do more than just keep pace. You want to be at the forefront of change, ready to lead. With this concentration, you'll explore areas such as corporate finance, portfolio management, investment banking, and international finance.

Finance Concentration

Select three courses from the following list:

- **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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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



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- [Strategic Management](#)

You need a global mindset to compete in today's marketplace. Businesses, nonprofits, and government agencies are increasingly multinational. With this concentration, you'll become a leader who can cross borders, embrace new cultures, and offer international perspectives.

International Business Concentration

Select three courses from the following list:

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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 International Business

- **MGIB-835 International Strategy**

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

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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



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- [Accounting](#)
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- [International Business](#)
- [Marketing](#)
- [Strategic Management](#)

Marketing is critical to the success of any business. And it's a field that's evolving rapidly with the onset of globalization, new technologies, and modern lifestyles. Having expertise in areas such as consumer behavior, advertising, and brand management increases your career opportunities.

Marketing Concentration

Take the following three courses from the following list:

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

Prerequisites:

MBA-625, OR SBS-604, OR MBA-622; 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.

- **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.

- **MKIB-817 International Marketing**

Prerequisites:

MBA 660

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



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MBA Online Concentrations

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- [Strategic Management](#)

Learn what it takes to build and implement business strategies that take your organization to the next level. Your courses focus on a wide range of areas, such as corporate innovation, international strategy, and management consulting.

Strategic Management Concentration

Take the following three required courses:

- **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

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

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

- **MGIB-835 International Strategy**

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



2017-2018 Archived Catalog Information

Executive MBA

Suffolk's 16-month Executive MBA Program, designed for mid-career and senior-level professionals, blends a Saturday class schedule with four travel seminars.

Suffolk's Executive MBA Program is designed to promote an educational experience focused on integrated management theory and global leadership.

Self-Aware Leader Seminar – As an introduction to the Executive MBA Program, this two-day off-site seminar held on the waterfront in Portsmouth, NH 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.

Leadership and Team Building Seminar - Conducted in Florida, this seminar develops and refines your team leadership skills. It combines classroom activities with a physical competitive challenge of sailboat racing to create an intense team experience that integrates theory and practice.

Washington Policy Seminar - Conducted in Washington, D.C., this one week immersion provides first-hand exposure to the links between public, policy development and its impact on organizational strategy. Students are briefed by lobbyists, regulatory agencies, national associations, think tanks and other organizations that influence policy development.

Global Business Seminar - Students gain critical economic, political, and cultural perspectives on doing business globally via a 9-day immersion in Europe, Asia, or Latin America. Through company visits with senior management at international organizations, students will be briefed on the current challenges of global business and participate in "flash consulting" exercises where they develop and present strategic recommendations to these companies.

- [Curriculum](#)
- [Advising](#)

Executive MBA Program Degree Requirements

Suffolk's Executive MBA offers a fully integrated approach to learning with an emphasis on leadership. Residential seminars emphasize self-awareness, leadership, public policy, and global business. Case studies, lectures, experiential learning, and simulations are emphasized in a team-based environment.

- 12 courses and four travel seminars (45 credits)
- With the convenience of a Saturday schedule students move through the program together in a cooperative and supportive cohort environment, often on team projects and in study groups.
- Students move through the curriculum as a cohort

- The capstone research project focuses on the student creating business process improvement, growth, or new venture initiatives, often resulting in a high-impact benefit to your employer and individual career goals.

Suffolk's Executive MBA course content and subject areas are represented below.

Curriculum Semesters

Semester 1 (12 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.

Semester 2 (12 Credits)

- **EMBA-622 Operations & Data Analysis**

Prerequisites:

Take EMBA-600, EMBA-610, and EMGOB-855

Credits:

3.00

Description:

Introduces students to operations management in the services, manufacturing and distribution industries while covering 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, and regression analysis.

Term:

Offered Spring Term

- **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-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-780 Managing in the Global Environment**

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-650 Value Based Financial Management**

Prerequisites:

Take EMBA-622, EMBA-630, and EMBA-640

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-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-670 Information Management for Competitive Advantage**

Prerequisites:

Take EMBA-622

Credits:

3.00

Description:

Focuses on using information systems (IS) and information technology (IT) for a competitive advantage. Explores the impact of IS and IT on the internal and external environments of organizations. Introduces students to the opportunities and challenges of managing IS and IT to meet the needs of business executives, managers, users, and partners. Students discuss readings and learn from technology presentations to examine decisions pertaining to selection of IS and IT intended to maximize benefits while minimizing costs and risks of implementation.

Term:

Offered Spring Term

- **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.

Semester 4 (9 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:

Take EMBA-600, EMBA-610, and EMGOB-855

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.

- **EMBA-899 Program Capstone**

Credits:

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.

Learning Goals & Objectives

• EMBA Learning Goals and Objectives

Learning Goals	Learning Objectives
<p>Be able to effectively apply analytical and critical reasoning skills to solve organizational challenges.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Effectively articulate the role of ethics in management.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is

	<p>ethical may sometimes not be legal</p> <p>6. Appreciate that ethical norms vary across different countries and cultures</p>
<p>Indicate an understanding of how culture, economic and political issues differ across countries.</p> <p>(Global Awareness)</p>	<ol style="list-style-type: none"> 1. Articulate fundamental challenges of global business 2. Analyze financial impacts of operating a global business 3. Apply the analysis to global management situation 4. Identify challenges of an international workforce 5. Demonstrate cultural awareness of external constituents
<p>Be able to effectively communicate in oral form.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Be able to effectively communicate in written form.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence

	6. Communicate accurate quantitative information
Assess their personal leadership style, qualities and abilities while at the same time indicating a plan for moving forward in their professional development to enhance their career paths. (Leadership)	<ol style="list-style-type: none">1. Describe leadership and followship theories and use them to analyze a variety of situations2. Demonstrate the ability to conceptualize why and how the theories function through the analysis of human behavior



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Academic Catalogs

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Executive MBA

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Global Business Seminar - Students gain critical economic, political, and cultural perspectives on doing business globally via a 9-day immersion in Europe, Asia, or Latin America. Through company visits with senior management at international organizations, students will be briefed on the current challenges of global business and participate in "flash consulting" exercises where they develop and present strategic recommendations to these companies.

- [Curriculum](#)
- [Advising](#)

If you have questions regarding the Executive MBA Program, please contact Kevin Richard, Associate Director, Center for Executive Education at 617-573-8304 or send inquiries to krichard@suffolk.edu.



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Master of Healthcare Administration (MHA)

Graduate Programs in Healthcare Administration

There are three healthcare administration programs: the Master of Healthcare Administration (MHA), the Master of Business Administration/Health (MBA/Health) specialized degree, and the Master of Public Administration (MPA) with a concentration in Community Health.

Mission for our Healthcare Administration Programs

The MHA Program educates and inspires current and future healthcare leaders and managers from our region, other parts of the United States and around the world. We enroll healthcare professionals who seek to strengthen their knowledge and skills and advance their careers, as well as individuals who have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter and succeed in the healthcare field.

We prepare our students to skillfully and ethically lead healthcare organizations toward superior performance that yields better patient care, and improved population health and lower costs. The MHA is a broad-based degree: it prepares students 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 engagement in the healthcare community.

Objectives for our 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—MHA, MBA/Health and MPA with a concentration in Community Health—provide powerful, innovative and enduring learning experiences for students aspiring to lead and manage healthcare organizations of compassion, quality, and value in the 21st Century.

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.

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Vision for the Master of Healthcare Administration Program

Suffolk University will have the pre-eminent MHA Program in the Northeastern United States, serving a diverse group of students who are committed to their professional development and success as well as to being change agents who are striving to improve the healthcare delivery system and the health of the population. Our MHA Program will take graduate education to new levels of performance and creativity by providing inspiring and innovative learning experiences in classrooms and in healthcare organizations, utilizing our talented faculty members as well as healthcare professionals serving as mentors and internship sponsors.

Master of Healthcare Administration Program

The MHA Program is offered by the Healthcare Administration Department. The MHA is a broad-based degree that focuses exclusively on many diverse aspects of healthcare administration. 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 engagement in the healthcare community.

- [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.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Core Courses (36 Credits/15 Courses)

- **HLTH-701 Introduction to the U.S. Healthcare System**

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.

- **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.

- **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.

- **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.

- **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.

- **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.

- **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.

• 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.

• HLTH-830 Healthcare Operations Management

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

• HLTH-831 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.

- **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.

- **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.

- **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.

- **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.

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 Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review 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 (e.g., mergers and acquisitions in

healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

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 400 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.

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. 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. The outcomes of healthcare innovation will evolve, 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 understand, work with, develop and lead innovation in healthcare. The course explores some of the leading prompters of innovation and examples of innovation in the organization and delivery of healthcare services, as well as the development and use of innovations in personal healthcare, biotechnology and

pharmaceuticals, medical devices and diagnostic equipment. In particular, the course explores how innovation happens-i.e., how players across the healthcare industry identify, pursue, create and support or impede opportunities for innovation. Those players include healthcare professionals and delivery organizations, university researchers, medical products and technology companies, government agencies and entrepreneurs. The course also examines healthcare innovations that are expected-and hoped for-in the future. This will enable students to become better futurists who can anticipate innovations and their implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

- **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.

- **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.

- **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.

- **HLTH-842 Global Health**

Prerequisites:

HLTH-701

Credits:

3.00

Description:

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens, governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

- **HLTH-845 Big Data Analytics for Health and Healthcare**

Credits:

3.00

Description:

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

- **HLTHIB-870 Global Travel Seminar: Comparative Analysis of the Healthcare Systems in England and United States**

Prerequisites:

HLTH-701; Restricted to MHA, MBA, or MPA students.

Credits:

3.00

Description:

England, as part of the United Kingdom, has a nationalized healthcare system. Given that it leads the systems in other countries on many aspects of care delivery and health outcomes, there is an advantage for healthcare administrators and policymakers in the U.S. to have exposure to this system for what they might learn and apply to improve our own healthcare system. Therefore, 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 England 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 England as government ownership of healthcare delivery organizations, near-universal insurance coverage, allocation of resources according to national and regional budgets, and reforms to address serious quality and safety deficiencies. At the micro level, students will visit healthcare delivery organizations and meet with healthcare providers, managers and policy makers to get a close look at the realities of the healthcare system, including quality improvement and cost containment initiatives. By the end of this course, students will also understand how the healthcare system in England compares on key dimensions with the healthcare system in the U.S.

Type:

GRAD Travel Seminar

- **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.

Requirements to Earn the MHA Degree

All students must complete 50 credits as well as maintain a grade point average of 3.0 or better to earn the MHA degree, except that students who are required to do an internship must complete 53 credits to earn the MHA degree.

Learning Goals & Objectives

- **MHA Learning Goals & Objectives**

Learning Goals	Learning Objectives
<p>Demonstrate understanding of and the ability to apply TAI methodology, conduct internal and external assessments, and identify and present key strategic and operations issues in a healthcare organization.</p> <p>(Depth of Knowledge)</p>	<ol style="list-style-type: none"> 1. Demonstrate an understanding of and the ability to apply the Trends, Assumptions, and Implications (TAI) methodology as applied to the healthcare field 2. Demonstrate an understanding of how to assess and present key attributes of a healthcare organization's internal and external environments; specifically, strengths, weaknesses, opportunities and threats/challenges 3. Demonstrate an understanding of how to identify and present key strategic and operational issues facing a healthcare organization and how to develop, evaluate, and select strategies (goals, objectives, and implementation steps) to address those issues
<p>Understand the principles</p>	<ol style="list-style-type: none"> 1. Demonstrate understanding of

<p>Understand the principles, theories, and practice of business leadership in healthcare administration.</p> <p>(Leadership)</p>	<p>principles and theories of business leadership and various leadership styles</p> <ol style="list-style-type: none"> 2. Apply business leadership principles and styles to personal experiences and to specific healthcare contexts and leadership challenges 3. Assess one's own leadership-related competencies and leadership style; engage in reflective practice related to this; and demonstrate the relevance of this self-assessment and reflection to one's leadership development 4. Prepare and begin implementing a personal leadership development plan for professional growth, including the integration of ethics into practice
<p>Effectively articulate the roles of ethics in healthcare administration.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate "doing good" can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Demonstrate effective oral communication skills.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details

communication skills.

(Written Communication)

details

2. Organize written communication effectively and logically
3. Use correct word choice and effective sentence structure
4. Employ normal conventions of spelling and grammar
5. Provide examples and supporting evidence
6. Communicate accurate quantitative information



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Academic Catalogs

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2017-2018 Archived Catalog Information

Master of Healthcare Administration (MHA)

Graduate Programs in Healthcare Administration

There are three healthcare administration programs: the Master of Healthcare Administration (MHA), the Master of Business Administration/Health (MBA/Health) specialized degree, and the Master of Public Administration (MPA) with a concentration in Community Health.

Mission for our Healthcare Administration Programs

The MHA Program educates and inspires current and future healthcare leaders and managers from our region, other parts of the United States and around the world. We enroll healthcare professionals who seek to strengthen their knowledge and skills and advance their careers, as well as individuals who have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter and succeed in the healthcare field.

We prepare our students to skillfully and ethically lead healthcare organizations toward superior performance that yields better patient care, and improved population health and lower costs. The MHA is a broad-based degree: it prepares students 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 engagement in the healthcare community.

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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.



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- Have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter and succeed in the healthcare field.

Vision for the Master of Healthcare Administration Program

Suffolk University will have the pre-eminent MHA Program in the Northeastern United States, serving a diverse group of students who are committed to their professional development and success as well as to being change agents who are striving to improve the healthcare delivery system and the health of the population. Our MHA Program will take graduate education to new levels of performance and creativity by providing inspiring and innovative learning experiences in classrooms and in healthcare organizations, utilizing our talented faculty members as well as healthcare professionals serving as mentors and internship sponsors.

Master of Healthcare Administration Program

The MHA Program is offered by the Healthcare Administration Department. The MHA is a broad-based degree that focuses exclusively on many diverse aspects of healthcare administration. 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 engagement in the healthcare community.

- [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 or healthadministration@suffolk.edu with questions related to course selection and registration.



2017-2018 Archived Catalog Information

Master of Public Administration (MPA)

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 four public service areas: State & Local Government; Community Health; Nonprofit Management; or Information Systems, Performance Management, & Big Data Analytics.. 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 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-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.

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 after consultation with MPA faculty advisor.

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.

Learning Goals & Objectives

- **MPA Learning Goals and Objectives**

Learning Goals	Learning Objectives
	1. Identify the problem and

<p>Demonstrate ability to apply analytical reasoning skills to enhance the efficiency, effectiveness and responsiveness of public service delivery systems.</p> <p>(Analytical Reasoning)</p>	<ul style="list-style-type: none"> related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Have been exposed to a variety of leadership styles and theories, as well as limitations on leadership imposed by the political environment and the responsibilities inherent in the democratic process.</p> <p>(Public Service Leadership)</p>	<ul style="list-style-type: none"> 1. Demonstrate the ability to identify the environmental factors that determine effective leadership in specific situations 2. Demonstrate the capacity to adopt appropriate leadership styles 3. Demonstrate a knowledge of basic leadership competencies 4. Demonstrate an ability to work effectively in groups and teams 5. Demonstrate the capacity to interact positively with diverse citizens and a changing workforce
<p>Understand and respond to the social, political, legal, and ethical factors vital in a democratic process.</p> <p>(Ethics)</p>	<ul style="list-style-type: none"> 1. Understand the inherent conflicts between professional bureaucracy and democracy, as well as the ethical dilemmas they may entail 2. Identify the ethical issues associated with policy leadership by professional managers 3. Communicate a clear and coherent philosophy of engaging the diverse constituencies that comprise the political environment as a professional manager 4. Demonstrate the ability to think critically about the public interest and to commit to the pursuit of public value while remaining open to diverse views of the public interest
<p>Demonstrate oral communication skills to</p>	<ul style="list-style-type: none"> 1. Organize the presentation effectively

<p>effectively communicate with co-workers, citizens, clients, and all organizational stakeholders.</p> <p>(Oral Communication)</p>	<p>effectively</p> <ol style="list-style-type: none"> 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate written communication skills to effectively communicate with co-workers, citizens, clients, and all organizational stakeholders</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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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 four public service areas: State & Local Government; Community Health; Nonprofit Management; or Information Systems, Performance Management, & Big Data Analytics.. 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](#)

Students must complete the 7 core MPA courses to earn their MPA degree. They may use 12 credits of their elective course options to complete one of the following concentrations.

Information Systems, Performance Management, and Big Data Analytics

Public sector and nonprofit organizations are moving toward new management and performance systems, thus more attention needs to be given to new skills and the techniques that support the gathering, analysis, interpretation, and application of data to decision making. This concentration focuses on these various aspects of applied performance management systems.

Required Courses

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-845 Business Intelligence and Data Analytics**

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

- **P.AD-816 Seminar in Public Policy**

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.

- **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.

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 System**

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.

Choose 9 credits 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.

- **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.

- **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.

- **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.

• 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.

• 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.

• 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.

• HLTH-830 Healthcare Operations Management

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

• HLTH-831 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.

- **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.

- **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

- **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:

- **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.

- **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.

- **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.

• 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.

• HLTH-807 Innovation: The Future of Healthcare

Credits:

3.00

Description:

Innovations in technology, products, practices, and organization are continually re-shaping healthcare. The outcomes of healthcare innovation will evolve, 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 understand, work with, develop and lead innovation in healthcare. The course explores some of the leading prompters of innovation and examples of innovation in the organization and delivery of healthcare services, as well as the development and use of innovations in personal healthcare, biotechnology and pharmaceuticals, medical devices and diagnostic equipment. In particular, the course explores how innovation happens-i.e., how players across the healthcare industry identify, pursue, create and support or impede opportunities for innovation. Those players include healthcare professionals and delivery organizations, university researchers, medical products and technology companies, government agencies and entrepreneurs. The course also examines healthcare innovations that are expected-and hoped for-in the future. This will enable students to become better futurists who can anticipate innovations and their implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

- **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.

- **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.

- **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 an via Blackboard.

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.

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.

- **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 Grand maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

- **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.

- **P.AD-828 Public 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.

- **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.

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.

- **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.

- **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.

- **P.AD-849 Revenue Strategies for Nonprofits**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

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



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Master of Public Administration (MPA)

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 four public service areas: State & Local Government; Community Health; Nonprofit Management; or Information Systems, Performance Management, & Big Data Analytics.. 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](#)

Moakley Fellowship

Moakley Fellows' Public Policy and Public Management Internships in Washington, D.C. are in the fine public service tradition of former Massachusetts Congressman and Suffolk alumnus, John Joseph Moakley.

- The Moakley Fellowship 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 dual 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 program have 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>.



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Master of Public Administration (MPA)

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- [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.



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Master of Science in Accounting (MSA)

The Master of Science in Accounting (MSA) Program prepares students for successful professional careers in accounting. With a wide range of electives in areas like public accounting, controllership (for profit/not-for-profit), fraud examination, taxation, internal auditing, and information technology, you can customize your degree to meet your career goals. 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. When you graduate from the MSA program, you will be automatically eligible and well-prepared to sit for the CPA exam. That is because your courses are practical, industry-driven, and have received the Level-1 status with the MA Board of Public Accountancy. Plus, you will have access to Wiley CPA excel – a top-rated comprehensive CPA review software-throughout your time as a student and until you have successfully passed the CPA exam.

- [Curriculum](#)
- [Electives](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MS in Accounting

11-17 Courses

31-49 Credits

Program Length

10-16 months of full-time study

20-32 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Management Preparation Courses (12 credits)

May be waived.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (21 credits)

If course is “must substitute,” select an elective following the rules outlined in the MSA-Approved Electives section.

- **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

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

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

• **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

• **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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

Elective Courses (6 credits)

Your first two electives can be any course from the Approved MSA Electives List. If you received any “must substitute” under the MSA Core Courses section of this document, your third elective must be an ACCT course, your fourth elective must be a TAX course, and your fifth elective must be an approved International Business course.

Capstone Course (3 credits)

Should be taken as late in the program as possible.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

Learning Goals & Objectives

- **MSA Learning Goals & Objectives**



Learning Goals	Learning Objectives
<p>Demonstrate ability to apply analytical reasoning skills to accounting problems, including financial statement analysis.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Demonstrate in depth knowledge of accounting principles, concepts, and applications and the role accounting plays in organizations and society.</p> <p>(Depth of Knowledge)</p>	<ol style="list-style-type: none"> 1. Demonstrate strong decision-making skills using model-building and evaluating the cost and benefit of available solutions 2. Understand both audit risk and business risk, identifying negative outcomes (including fraud) and evaluate methods through prevention, detection, and corrective controls. Ability to communicate the possible impact of identified risks and recommend corrective action 3. Identify what needs to be measured. Familiarity with appropriate measurement criteria, including US GAAP and IFRS, present the results objectively, and resolve ambiguities involving estimates 4. Demonstrate ability to prepare reports that are objective, concise, and clear, with relevant information that leads to appropriate conclusions and decision-making 5. Demonstrate the ability to utilize research skills to access, understand, and apply standards, rules, and other information, relying on industry trends, internal performance history, benchmarks, and best practices 6. Demonstrate the ability to use technology effectively and efficiently as a tool to assess and control risk, document work performed, research data, and build models
<p>Effectively articulate the role of ethics in management.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different

	<p>stakeholders</p> <ol style="list-style-type: none"> 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Indicate an understanding of how culture, economic and political issues affect accounting and business decisions.</p> <p>(Global Awareness)</p>	<ol style="list-style-type: none"> 1. Articulate fundamental challenges of global business 2. Analyze financial impacts of operating a global business 3. Demonstrate awareness of the existence and applicability of alternate (non US GAAP) accounting standards, such as IFRS, for financial reporting for global (non-US) businesses 4. Apply alternate accounting standards 5. Identify the sources of IFRS 6. Recognize the importance of IFRS in the future for US companies
<p>Demonstrate effective oral communication skills.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication skills.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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- [Curriculum](#)
- [Electives](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA Elective Tracks

With a wide range of electives in areas like public accounting, controllership (for profit/not-for-profit), fraud examination, taxation, finance, and information technology, you can customize your degree to meet your career goals.

Approved electives by discipline:

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 Spring Term

• **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

• **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

• **ACCT-825 Management Decisions and Control**

Prerequisites:

ACCT-804 and ACCT-800 or MBA-640 or program director approval

Credits:

3.00

Description:

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

Term:

Offered Spring Term

• **ACCT-871 Not-For-Profit and Governmental Accounting**

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

Taxation

• **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• TAX-864 Tax Practice and Procedures

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• TAX-865 International Taxation Outbound

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

Business Law

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **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

- **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

Information Systems

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-827 Data Warehouse and Business Intelligence

Prerequisites:

Take ISOM-815

Credits:

3.00

Description:

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

• ISOM-835 Predictive Analytics

Credits:

3.00

Description:

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of

organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

- **ISOM-837 Data Mining and Business Insights**

Prerequisites:

Take ISOM-835

Credits:

3.00

Description:

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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-845 Business Intelligence and Data Analytics**

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

• ISOM-851 Supply Chain Management: Design and Analysis

Credits:

3.00

Description:

Introduces the fundamental principles and concepts for effective management of supply chains via performance such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a how-to course with an extensive use to Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

Term:

Offered Fall Term

• ISOM-861 Project Management

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

Finance

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

- **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

- **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

Entrepreneurship

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **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.

- **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.

• **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.

• **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.

- **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.

- **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.

- **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.

- **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.

• 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.

• 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.

• 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

• MGSM-834 Mergers and Acquisitions

Prerequisites:

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

International Business

• MBA-740 Immerse- Travel Seminar

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

• 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

• FIN-825 International Finance

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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 International Business

- **MGIB-835 International Strategy**

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

- **MGIB-837 Strategic Context of International Business**

Prerequisites:

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

• TAX-865 International Taxation Outbound**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-874 International Taxation Inbound**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

Approved electives by career path:

For-profit controllership

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **ACCT-824 Financial Reporting and Analysis**

Prerequisites:

MBA-650 and ACCT-801 (previous or concurrent) 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 Fall Term

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

Not-for-profit controllership

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

- **ACCT-871 Not-For-Profit and Governmental Accounting**

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

Forensic 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

- **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

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

Credits:

3.00

Description:

This course examines 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-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:

Occasional

Information Technology

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

- **ISOM-825 Enterprise Data Management**

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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

Tax Specialist

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

Internal Auditing

• **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

• ISOM-821 Data Management and Modeling

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-845 Business Intelligence and Data Analytics

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

- **ISOM-861 Project Management**

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

- **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.

Public Accounting - Audit

- **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 Spring Term

• 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

• TAX-802 Federal Taxation II

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

• TAX-862 Taxation of Corporations

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **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

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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-845 Business Intelligence and Data Analytics

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

• ISOM-861 Project Management

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students

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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

Public Accounting - Tax

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **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

- **ISOM-845 Business Intelligence and Data Analytics**

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

Public Accounting - Consulting/Advisory

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **MGSM-834 Mergers and Acquisitions**

Prerequisites:

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

Approved Electives for CPA Exam Preparation:

FAR

- **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 Spring Term

- **ACCT-871 Not-For-Profit and Governmental Accounting**

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

REG

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the

creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.



2017-2018 Archived Catalog Information

Master of Science in Accounting (MSA)

The Master of Science in Accounting (MSA) Program prepares students for successful professional careers in accounting. With a wide range of electives in areas like public accounting, controllership (for profit/not-for-profit), fraud examination, taxation, internal auditing, and information technology, you can customize your degree to meet your career goals. 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. When you graduate from the MSA program, you will be automatically eligible and well-prepared to sit for the CPA exam. That is because your courses are practical, industry-driven, and have received the Level-1 status with the MA Board of Public Accountancy. Plus, you will have access to Wiley CPA excel – a top-rated comprehensive CPA review software-throughout your time as a student and until you have successfully passed the CPA exam.

- [Curriculum](#)
- [Electives](#)
- [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 MSA Programs Office is available to respond to any questions or concerns and may be reached at 617-573-8044 or msa@suffolk.edu.



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Academic Catalogs

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2017-2018 Archived Catalog Information

Master of Science in Accounting (MSA)

The Master of Science in Accounting (MSA) Program prepares students for successful professional careers in accounting. With a wide range of electives in areas like public accounting, controllership (for profit/not-for-profit), fraud examination, taxation, internal auditing, and information technology, you can customize your degree to meet your career goals. 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. When you graduate from the MSA program, you will be automatically eligible and well-prepared to sit for the CPA exam. That is because your courses are practical, industry-driven, and have received the Level-1 status with the MA Board of Public Accountancy. Plus, you will have access to Wiley CPA excel – a top-rated comprehensive CPA review software-throughout your time as a student and until you have successfully passed the CPA exam.

- [Curriculum](#)
- [Electives](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Management Preparation Courses may be waived. MSA Preparation Courses may be waived. MSA Core Courses may need to be substituted with approved 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 ("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). To substitute an approved elective for an MSA Core 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) and provide official transcripts (with English translations, if applicable).

All MSA students must complete a minimum of 31 credits (10 courses and SBS 700) 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 have been taken within five years prior to entering the Suffolk MSA program. However, at the discretion of the program director, MSA Core Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of Elective or MSA Core Courses may be considered for transfer.



2017-2018 Archived Catalog Information

Master of Science in Business Analytics (MSBA)

Master of Science in Business Analytics

The Master of Science in Business Analytics (MSBA) program is a graduate level Science, Technology, Engineering, and Mathematics (STEM) program that aims to educate students in value creation through the study of data. This is accomplished using statistical and operations analysis, the formation of predictive and prescriptive models, and the communication of these results to stakeholders for improved decision making.

Graduates of this program will be equipped with the knowledge and skills to create business analytics use cases, execute the necessary analyses and manage the business analytic lifecycle. Graduates will gain key knowledge of analytical functions in marketing, operations, accounting, finance, and innovation. Graduates should be able to develop executive reports, make presentations, and bridge the communication gap between data scientists and less technical savvy business practitioners who want to solve business problems.

The MSBA complements our existing graduate programs, such as the MBA, MSF, MSA, or MHA by enhancing students' capability in applying business analytics technology and methodology in their respective fields. The MSBA program may also serve as a career changer for BSc graduates from science, mathematics, and engineering majors who seek to extend and apply their quantitative and analytical abilities in business analytics.

STEM Classification

The MSBA is a STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

MSBA Curriculum

- [Curriculum](#)
- [Electives](#)
- [Waiver/Transfer](#)

MSBA Curriculum

Program Length

- 11 courses
- 10-16 months of full-time study
- 20-30 months of part-time study

The MSBA program features one required 1-credit course, seven core courses, and three electives. Students must take courses on campus unless permission to take courses online is granted by the Academic Program Director.

Electives (9 credits)

Students must complete 9 credits of electives, 800 level or higher, within the Sawyer Business School and from the approved electives lists. All courses listed within each of the concentrations, in addition to select electives, will meet the electives requirement.

Required Courses (1 credit)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Business Analytics Core Courses (21 credits)

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

• ISOM-821 Data Management and Modeling

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

- **ISOM-827 Data Warehouse and Business Intelligence**

Prerequisites:

Take ISOM-815

Credits:

3.00

Description:

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

- **ISOM-835 Predictive Analytics**

Credits:

3.00

Description:

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

- **ISOM-837 Data Mining and Business Insights**

Prerequisites:

Take ISOM-835

Credits:

3.00

Description:

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

*SBS-604 Data Analytics may be waived with credit substitution.

Learning Goals & Objectives

- MSBA Learning Goals & Objectives

Learning Goals:	Learning Objectives
<p>Demonstrate ability to apply analytical reasoning skills in applying business analytics to solve business challenges.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Demonstrate application of business analytics knowledge even in new and unfamiliar circumstances through conceptual understanding.</p> <p>(Knowledge Integration)</p>	<ol style="list-style-type: none"> 1. Acknowledge that the project covers different key functional areas in business 2. Display understanding across different key functional areas in business 3. Identify the methodologies appropriate to solve the problem 4. Apply and coordinate the methodologies to get the best solution for the problem 5. Display understanding of the implications of the solution for each functional area 6. Demonstrate overall ability to integrate knowledge from the different functional areas
<p>Apply ethical principles to business analytics decision making.</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct

<p>(Ethics)</p>	<p>to unethical conduct</p> <ol style="list-style-type: none"> 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate "doing good" can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Demonstrate effective oral communication about the entire business analytics cycle.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication about the entire business analytics cycle.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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MSBA Curriculum

- [Curriculum](#)
- [Electives](#)
- [Waiver/Transfer](#)

Electives (9 credits)

Students must complete 9 credits of electives, 800 or level or higher, within the Sawyer Business School and from the approved electives list. All courses listed within each of the concentrations, in addition to select electives, will meet the electives requirement.

A concentration does not need to be completed to meet the degree requirements of the MSBA. If a student is interested in completing a concentration to complement the MSBA curriculum focus, they may complete a concentration in accounting, finance, healthcare management or marketing. To successfully complete a concentration, select electives

must be taken from the same concentration area.

A concentration does not appear on your diploma but is reflected on your transcript.

Concentration and Approved Electives

You can specialize your MSBA degree by pursuing one of these four concentrations:

Accounting Concentration (9 credits)

Required courses:

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **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

- **ACCT-806 Fraud Examination**

Prerequisites:

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

Finance Concentration (9 credits)

Required Course:

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Select two of the following:

- **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

• FIN-816 Risk Management in Banking and Finance

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

• 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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

Healthcare Management Concentration (9 credits)

Required Courses:

- **HLTH-701 Introduction to the U.S. Healthcare System**

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.

- **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.

- **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.

Select one of the following electives:

- **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.

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

- **HLTH-845 Big Data Analytics for Health and Healthcare**

Credits:

3.00

Description:

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

Marketing Concentration (9 credits)

Required Course:

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Select two of the following electives:

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

Prerequisites:

MBA-625, OR SBS-604, OR MBA-622; 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.

- **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.

- **MKT-818 Global Product Innovation: From Concept to Commercialization**

Prerequisites:

MBA-660

Credits:

3.00

Description:

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product

launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

- **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.

Additional Approved MSBA Electives:

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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-845 Business Intelligence and Data Analytics**

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

• ISOM-851 Supply Chain Management: Design and Analysis

Credits:

3.00

Description:

Introduces the fundamental principles and concepts for effective management of supply chains via performance such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a how-to course with an extensive use to Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

Term:

Offered Fall Term

• ISOM-861 Project Management

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

- **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.

- **ISOM-920 IS & OM Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

0.00- 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. 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.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*ISOM 910 and ISOM 920 require program director approval before either course can be taken. Additionally students are limited to one directed study and/or one internship course to meet their degree requirements.



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MSBA Curriculum

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- [Electives](#)
- [Waiver/Transfer](#)

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MSBA core courses may be waived but credits must be substituted with an approved elective.

For MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSBA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

Review of any coursework taken previously from an AACSB-accredited MSBA program will be completed on a case-by-case basis. The credits cannot apply to a previously completed degree and must be substituted with an approved elective. Only courses for which an earned grade of B or better and taken within five years prior to enter the MSBA program will be considered.

All waivers with substitution are evaluated upon a student's acceptance into the MSBA Program.

All MSBA students must complete a minimum of 31 credits in the Sawyer Business School (10 courses and SBS 700). Students previously enrolled in a SBS graduate program, and who successfully completed MBA 600, SBS 600, or SBS 700 with a "P" grade or grade of B or better, are not required to retake the course; therefore are only required to complete a minimum of 30 credits in the Sawyer Business School.



2017-2018 Archived Catalog Information

Master of Science in Finance (MSF)

The Master of Science in Finance (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 one (1) credit Introduction to Math, Statistics, Accounting, and Finance course will ensure that students are fully prepared to be successful in the program, and students will graduate prepared for a career in any financial discipline including the elective concentration areas of Corporate Finance, Risk Management, and Investments.

Since the MSF Program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates seeking a career in the finance industry in general.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) designated; CIP Code: 52. 1399. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36 months of Operational Practical Training (OPT) period.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSF Curriculum

12-17 Courses

32-47 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Elective Prerequisite Course (3 Credits)

May be taken at any point in program.

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Finance Core Courses (15 Credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

Concentration Descriptions and Applicable Elective Courses (12 Credits)

Choose four elective courses from the approved MSF electives list. If a concentration is declared, at least three electives must be in one concentration area. Must be taken on campus, within Sawyer Business School, 800 or above, unless permission take online granted by Academic Director.

- **SBS-920 Graduate Internship**

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for an elective in the MSF program must consult with the MSF Advisor for guidance on how to be considered for this option.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only seminar approved as an MSF elective. Any other travel seminar requires MSF Academic Program Director Approval.

Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

- **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

- **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

• **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

• **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

• **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

- **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

- **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

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Risk Management Concentration

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

• 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

• 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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

*Note: Students who choose the Risk Management Elective Concentration must take FIN 816 & FIN 882 as part of their program.

Investments Concentration

Investments will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Recognition Program.

- **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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

• 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

• FIN-885 Enterprise Risk Management

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 Credits)

Should be taken as late in the program as possible. Must be taken on campus, unless permission to take online is granted by the Academic Program Director.

- **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

Learning Goals & Objectives

- **MSF Learning Goals & Objectives**

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Learning Goals	Learning Objectives
<p>Demonstrate ability to apply analytical reasoning skills to Finance problems.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Demonstrate application of finance knowledge even in new and unfamiliar circumstances through conceptual understanding.</p> <p>(Knowledge Integration)</p>	<ol style="list-style-type: none"> 1. Acknowledge that the project covers different key functional areas in finance 2. Display understanding across different key functional areas in finance 3. Identify the methodologies appropriate to solve the problem 4. Apply and coordinate the methodologies to get the best solution for the problem 5. Display understanding of the implications of the solution for each functional area 6. Demonstrate overall ability to integrate knowledge from the different functional areas
<p>Apply ethical principles to financial decision making.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal

	<p>6. Appreciate that ethical norms vary across different countries and cultures</p>
<p>Demonstrate effective oral communication about financial information. (Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication about financial information. (Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



2017-2018 Archived Catalog Information

Master of Science in Finance (MSF)

The Master of Science in Finance (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 one (1) credit Introduction to Math, Statistics, Accounting, and Finance course will ensure that students are fully prepared to be successful in the program, and students will graduate prepared for a career in any financial discipline including the elective concentration areas of Corporate Finance, Risk Management, and Investments.

Since the MSF Program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates seeking a career in the finance industry in general.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) designated; CIP Code: 52. 1399. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36 months of Operational Practical Training (OPT) period.

- [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.

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2017-2018 Archived Catalog Information

Master of Science in Finance (MSF)

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- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

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To waive 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) and provide official transcripts (with English translations, if applicable).

All MSF students must complete a minimum of 32 credits (10 courses, SBS 700, and FIN-601) 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.



2017-2018 Archived Catalog Information

Master of Science in Financial Services & Banking (MSFSB)

The Master of Science in Financial Services and Banking (MSFSB) Program is ideal for students interested in finance areas such as commercial banking, investment banking, international banking, asset securitization, and financial services. The one (1) credit Introduction to Math, Statistics, Accounting, and Finance course will ensure that students are fully prepared to be successful in the program.

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 graduating with the skills necessary to excel in careers like bank management and financial services management.

STEM Classification

The MSFSB programs are STEM (Science, Technology, Engineering, and Mathematics) designated; CIP Code: 52.1399. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36 months of Operational Practical Training (OPT) period.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

12-17 Courses

32-47 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Courses (2 credits)

*Note: Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Elective Prerequisite Course (3 Credits)

May be taken at any point in the program.

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Finance Core Courses (18 Credits)

Must be taken on campus unless permission to take online is granted by Academic Program Director.

• FIN-800 Financial Statement Analysis and Valuation

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

• 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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

• 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

Elective Courses (9 credits)

Choose three elective courses from the approved MSFSB elective list. Must be taken on campus, within Sawyer Business School, 800 or above, unless permission to take online is granted by the Academic Program Director.

• SBS-920 Graduate Internship

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office

(international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for an elective in the MSFSB program must consult with the MSFSB advisor on how to be considered for this option.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only seminar approved as an MSFSB elective. Any other travel seminar requires MSF Academic Program Director approval.

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

• **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

• **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

• FIN-885 Enterprise Risk Management

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

• 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

• FIN-890 Risk Assessment and Simulation

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

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Credits:

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Type:

GRAD Travel Seminar

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

- **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



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Academic Catalogs

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2017-2018 Archived Catalog Information

Master of Science in Financial Services & Banking (MSFSB)

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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 graduating with the skills necessary to excel in careers like bank management and financial services management.

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- [Waiver/Transfer Policy](#)

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- [Curriculum](#)
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All MSFSB students must complete a minimum of 32 credits (10 courses, SBS 700, and FIN-601) in the Sawyer Business School.

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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.



2017-2018 Archived Catalog Information

Master of Science in Taxation (MST)

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.

- [Curriculum](#)
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- [Advising](#)
- [Waiver/Transfer Policy](#)

MST Curriculum

11-13 Courses

31-37 Credits

Program Length

12-16 months of full-time study

18-24 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Accounting Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

MST Core Courses (18 credits)

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Elective Courses (9 credits)

Students must receive MST Program Director Approval when choosing electives other than TAX.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

• TAX-867 Advanced Topics in Corporate Tax

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

• TAX-868 Estate Planning

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

Capstone Course (3 credits)

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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

Learning Goals & Objectives

- **MST Learning Goals and Objectives**

Learning Goals	Learning Objectives
Demonstrate ability to apply analytical reasoning skills to effectively engage in tax research. (Analytical Reasoning)	<ol style="list-style-type: none">1. Identifies the problem and related issues2. Key assumptions3. Generates salient alternatives4. Quality of evidence5. Conclusions, implications, and consequences
Demonstrate ability to effectively identify and communicate ethical issues related to taxation. (Ethical Issues Related to Taxation)	<ol style="list-style-type: none">1. Identify conflicts of interests and pressures that could lead to unethical conduct2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma

	<ol style="list-style-type: none"> 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Demonstrate effective oral communication about tax information.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication about tax information.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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Master of Science in Taxation (MST)

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.

- [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-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

Small Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term



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Master of Science in Taxation (MST)

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.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Academic Director of the MST Program Professor James Angelini as their academic advisor. He may 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 MST Programs Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or mst@suffolk.edu.



2017-2018 Archived Catalog Information

Master of Science in Taxation (MST)

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.

- [Curriculum](#)
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Waiver Policy

Accounting Preparation Courses may be waived. MST Core Courses may need to be substituted with an approved 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). To substitute an approved elective for an MST Core Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to MST matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

All MST students must complete a minimum of 31 credits (10 courses and SBS 700) 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.



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2017-2018 Archived Catalog Information

MBA for Music Business/Management Graduates of the Berklee College of Music

The Sawyer Business School at Suffolk University offers an MBA Program for Music Business/Management graduates of the Berklee College of Music. Students who have appropriate credentials could waive 9 credits of core courses with their Berklee courses. To waive a core course, a student must successfully complete equivalent academic course work at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

The Accelerated MBA program for Music Business/Management graduates of Berklee College of Music can be completed in Boston, at the North Campus, or fully online. Students may be enrolled full-time or part-time.

- [Curriculum](#)
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Curriculum effective Fall 2018. For current requirements, see the [MBA for Business/Management Graduates of the Berklee College of Music Curriculum](#) in the 2017-2018 Academic Catalog

Total MBA Credits Required: 34-49

Contextualize: from Boston to the World (5 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-701 Values Based Decision Making**

Prerequisites:

Instructor consent

Credits:

1.00

Description:

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

*Must be taken as early in the program as possible.

Core Courses* (15 Credits)

*9 credits may be waived with the specific Berklee courses as indicated below:

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

May be waived with MB 301 and MB 345

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

May be waived with MB-301 AND MB-345

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

May be waived with MB 331, MBA 335 and MBA 337

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

- **MBA-721 Collaborate-Teams and Project Management**

Credits:

3.00

Description:

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Electives (12 Credits)

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800 level or above (some 700 level electives are acceptable for HLTH and PAD. See elective list for acceptable 700 level courses) within the Sawyer Business School.

Construct the Big Picture (7 Credits)

- **MBA-745 Contextualizing Values Based Decision Making**

Prerequisites:

Take MBA-701

Credits:

1.00

Description:

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Leading and Implementing Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750 MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

*Must be taken as late in the program as possible.



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MBA for Music Business/Management Graduates of the Berklee College of Music

The Sawyer Business School at Suffolk University offers an MBA Program for Music Business/Management graduates of the Berklee College of Music. Students who have appropriate credentials could waive 9 credits of core courses with their Berklee courses. To waive a core course, a student must successfully complete equivalent academic course work at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

The Accelerated MBA program for Music Business/Management graduates of Berklee College of Music can be completed in Boston, at the North Campus, or fully online. Students may be enrolled full-time or part-time.

- [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 their advisor.

The MBA Programs Office assists all prospective, current, returning MBA students, and MAPS students with their programs of study.

MBA students have five years to complete their degree. MBA students have the flexibility of taking core, required and elective courses in Boston, online or at the North Campus.

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 enroll in the New Student Orientation (NSO)- (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.



2017-2018 Archived Catalog Information

MBA for Music Business/Management Graduates of the Berklee College of Music

The Sawyer Business School at Suffolk University offers an MBA Program for Music Business/Management graduates of the Berklee College of Music. Students who have appropriate credentials could waive 9 credits of core courses with their Berklee courses. To waive a core course, a student must successfully complete equivalent academic course work at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better).

The Accelerated MBA program for Music Business/Management graduates of Berklee College of Music can be completed in Boston, at the North Campus, or fully online. Students may be enrolled full-time or part-time.

- [Curriculum](#)
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Waiver Policy

MBA Core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650 and MBA 660) may be waived. Required MBA Courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus or North Campus with prior arrangement. All MBA students must complete a minimum of 34 credits in the Sawyer Business School.

Students Transferring to the Suffolk 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. 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.

All students must complete a minimum of 34 credits in the Sawyer Business School to earn an MBA.

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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Academic Catalogs

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2017-2018 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.



2017-2018 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, and strategic management. Roles in the healthcare industry include 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 healthcare industry nationally and internationally.

The specialized healthcare administration portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Total MBA Credits Required: 43 - 58

Contextualize: from Boston to the World (4 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

*Must be taken as early in the program as possible.

Core Courses* (15 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

• MBA-640 Corporate Financial Reporting and Control

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*MBA Core courses may be waived

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Healthcare Specialized Courses (15 Credits)

- **HLTH-701 Introduction to the U.S. Healthcare System**

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.

- **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.

- **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-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.

- **HLTH-831 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.

- **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.

Healthcare Specialized Electives (6 Credits)

Construct the Big Picture (6 credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750 MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

*Must be taken as late in the program as possible.



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2017-2018 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, and strategic management. Roles in the healthcare industry include 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 healthcare industry nationally and internationally.

The specialized healthcare administration portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The MBA and Healthcare Administration Program Offices provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their advisor; or Sawyer Business School department chairs and faculty.

The MBA and Healthcare Administration Program Offices assist all prospective, current, returning MBA/Health students, and MAPS students with their programs of study.

MBA/Health students have five years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses in Boston, online or at the North Campus.

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 enroll in the New Student Orientation (NSO)- (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.



2017-2018 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, and strategic management. Roles in the healthcare industry include 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 healthcare industry nationally and internationally.

The specialized healthcare administration portion of this degree must be completed in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA Core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650 and MBA 660) may be waived. Required MBA Courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus or North Campus with prior arrangement. All MBA/Health students must complete a minimum of 43 credits in the Sawyer Business School.

Students Transferring to the Suffolk 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.

A student who leaves the area may also complete their Suffolk MBA portion of their degree online.



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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 portion of this specialized degree may be completed in Boston, at the North Campus or Online.

The specialized nonprofit portion of the degree must be completed on campus in Boston.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Total MBA Credits Required: 43 - 58

Contextualize: from Boston to the World: (4 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Must be taken as early in the program as possible.

Core Courses* (15 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

• MBA-640 Corporate Financial Reporting and Control

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*May be waived

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Nonprofit Specialized Courses (21 Credits)

Choose seven (7) courses from the following eight (8) courses.

- **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.

- **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.

- **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 an via Blackboard.

- **P.AD-828 Public 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-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

- **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.

- **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.

- **P.AD-849 Revenue Strategies for Nonprofits**

Credits:

3.00

Description:

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

*Must be taken as late in the program as possible.



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Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Sawyer Business School](#) > [Specialized Degree Programs](#) > MBA/Nonprofit

2017-2018 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 portion of this specialized degree may be completed in Boston, at the North Campus or 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 their MBA advisor; or Sawyer Business School department chairs and faculty.

The MBA Programs and Public Administration Programs Offices assists all prospective, current, returning MBA/Nonprofit students, and MAPS students with their programs of study.

MBA students have five years to complete their degree.

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 enroll in the New Student Orientation (NSO) - (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.



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2017-2018 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 portion of this specialized degree may be completed in Boston, at the North Campus or 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 700, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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) and provide official transcripts (with English translations, if applicable).

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. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston or the North Campus only with prior arrangements. All MBA/Nonprofit students must complete a minimum of 43 credits in the Sawyer Business School.

Students Entering the Suffolk 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.

MBA Campus and Online Course Options

MBA students (MBA, specialized MBA, and dual 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 enroll in the New Student Orientation (NSO) - (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

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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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.



2017-2018 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 37 credits.

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 MBA electives for required core courses.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

Total Required Credits: 37

Contextualize: from Boston to the World (4 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Core Courses* (15 Credits)**• MBA-615 Economics****Credits:**

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

• MBA-625 Managerial Statistics**Credits:**

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

• MBA-635 Operations Management: Design and Analysis**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*If waived, must substitute with MBA elective.

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.



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2017-2018 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 37 credits.

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 MBA electives for required core courses.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

Accelerated MBA for Attorney students who waive MBA core courses must substitute with an elective from within the Sawyer Business School. If at least 9 credits of core courses are waived, students may declare a concentration with 3 electives from the same functional area.



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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 37 credits.

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 MBA electives for required core courses.

- [Curriculum](#)
- [Concentrations](#)
- [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 their MBA Programs advisor.



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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 37 credits.

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 MBA electives for required core courses.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

If core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650, and MBA 660) are waived, student must substitute with an MBA elective.

If a 1.5 credit core course is waived, student may complete an independent study for 1.5 credits.

Students in the Accelerated MBA for Attorneys must complete a minimum of 37 credits in the Sawyer Business School.



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2017-2018 Archived Catalog Information

Accelerated MBA for CPAs

CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations. The program is offered at the Boston campus, North campus, and online.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Total Required Credits: 34 to 46

Contextualize: from Boston to the World (4 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Core Courses* (12 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*May be waived.

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

Electives (12 Credits)

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800 level or above (some 700 level electives are acceptable for HLTH and PAD. See elective list for acceptable 700 level courses) within the Sawyer Business School.

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.



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Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Sawyer Business School](#) > [Accelerated Degree Programs](#) > Accelerated MBA for CPAs

2017-2018 Archived Catalog Information

Accelerated MBA for CPAs

CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations. The program is offered at the Boston campus, North campus, and 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 their MBA Programs advisor; or Sawyer Business School department chairs and faculty.



SUFFOLK
UNIVERSITY
BOSTON

Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Sawyer Business School](#) > [Accelerated Degree Programs](#) > Accelerated MBA for CPAs

2017-2018 Archived Catalog Information

Accelerated MBA for CPAs

CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations. The program is offered at the Boston campus, North campus, and online.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston and the North Campus only. All MBA students must, however, complete a minimum of 34 credits in the Sawyer Business School.

Students Entering the Suffolk 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.



2017-2018 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.

STEM Classification

The MSF programs are STEM (Science, Technology, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Departments of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

12-15 Courses

32-41 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of

data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Finance Core Courses (15 Credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

Elective Courses (9-12 credits)

Choose four if all prerequisite requirements are waived. Choose three if some or none of the prerequisite requirements are waived. If four electives are required for your program, and a concentration is declared, three must be in one concentration area. Must be taken within Sawyer Business School, 800 or above, on campus unless permission to take online granted by Academic Program Director.

- **SBS-920 Graduate Internship**

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for an elective in the MSF Program must consult with the MSF advisor on how to be considered for this option.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only travel seminar approved as an MSF Elective. Any other travel seminar requires MSF Academic Program Director approval.

Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

- **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

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **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

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Risk Management Concentration

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

• 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

• 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

- **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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

*Note: Students who choose the Risk Management Concentration must take FIN 816 and FIN 882 as part of their program.

Investments Concentration

Investments will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Recognition Program.

- **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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

- **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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **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

• FIN-920 MBA Graduate Internship

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

• 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



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Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Sawyer Business School](#) > [Accelerated Degree Programs](#) > Accelerated MSF for Attorneys

2017-2018 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.

STEM Classification

The MSF programs are STEM (Science, Technology, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [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, and may be reached at 617-573-8641 or msf@suffolk.edu.



2017-2018 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.

STEM Classification

The MSF programs are STEM (Science, Technology, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Departments of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [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) and provide official transcripts (with English translations, if applicable).

All Accelerated MSF for Attorneys students must complete a minimum of 32 credits (10 courses, SBS 700, and FIN 601) 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.



2017-2018 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 9 courses.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

9-12 Courses
25-34 Credits

Program Length
10-16 months of full-time study
18-24 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Accounting Preparation Courses (6 credits)

May be waived with credit.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

MST Core Courses (15 credits)

A maximum of two core courses can be waived. Total combined course waivers/transfers for accounting preparation and/or core courses cannot exceed three (3).

- **TAX-801 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.

Term:

Offered Both Fall and Spring

• **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

• **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Elective Courses (9 credits)

Students must receive MST Program Director approval when choosing electives other than TAX.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

• **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

• **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

Capstone Course (3 credits)

Should be taken as late in the program as possible.

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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



2017-2018 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 9 courses.

- [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-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-874 International Taxation Inbound

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

Small Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term



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Academic Catalogs

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2017-2018 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 9 courses.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Academic Director of the MST Program Professor James Angelini as their academic advisor. He may 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 MST Programs Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or mst@suffolk.edu.



2017-2018 Archived Catalog Information

Accelerated MST for Attorneys

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just 9 courses.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Accounting Preparation Courses may be waived with credit. A maximum of two MST Core Courses may be waived with credit for prior coursework. Total course waivers/transfer with credit cannot exceed three and a minimum of twenty-five credits must be earned at the Sawyer Business School. MST 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) and provide official transcripts (with English translations, if applicable).

All Accelerated MST for Attorneys students must complete a minimum of 25 credits (8 courses and SBS 700) in the Sawyer Business School.

Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from a JD program or 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, MST Core Courses may not be transferred if the subject material has changed significantly since completion. Elective or MST Core Courses may be considered for transfer.



2017-2018 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 13 course MST Program is automatically shortened by two courses by waiving the accounting core courses.

- [Curriculum](#)
- [Tracks](#)
- [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)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

If course waived, an additional elective is added.

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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:

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Elective Courses (9 credits)

Students must receive MST Program Director approval when choosing electives other than TAX.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• TAX-870 Federal Income Taxation of Estates & Trusts

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• TAX-872 Tax Exempt Organizations

Prerequisites:

TAX-801

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:

Summer

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

Capstone Course (3 credits)

Should be taken as late in the program as possible.

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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



2017-2018 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 13 course MST Program is automatically shortened by two courses by waiving the accounting core courses.

- [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-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-874 International Taxation Inbound

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

• **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

Small Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

• **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term



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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 13 course MST Program is automatically shortened by two courses by waiving the accounting core courses.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Students in the Graduate Programs in Taxation are assigned Academic Director of the MST Program Professor James Angelini as their academic advisor. He may 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 MST Programs Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or mst@suffolk.edu.



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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 13 course MST Program is automatically shortened by two courses by waiving the accounting core courses.

- [Curriculum](#)
- [Tracks](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

CPAs automatically waive the three accounting preparation courses, shortening their degree to 11 courses. MST 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 700) 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, MST Core Courses may not be transferred if the subject material has changed significantly since completion. Elective or MST Core Courses may be considered for transfer.



2017-2018 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 20 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

MS in Accounting

11-17 Courses

31-49 Credits

Program Length

10-16 months of full-time study

20-32 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Management Preparation Courses (12 credits)

May be waived.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (21 credits)

If course is “must substitute,” select an elective following the rules outlined in the MSA-Approved Electives section.

- **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

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

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

• **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

• **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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

Elective Courses (6 credits)

Your first two electives can be any course from the Approved MSA Electives List. If you received any “must substitute” under the MSA Core Courses section of this document, your third elective must be an ACCT course, your fourth elective must be a TAX course, and your fifth elective must be an approved International Business course.

Capstone Course (3 credits)

Should be taken as late in the program as possible.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

Learning Goals & Objectives

- **MSA Learning Goals & Objectives**



Learning Goals	Learning Objectives
<p>Demonstrate ability to apply analytical reasoning skills to accounting problems, including financial statement analysis.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Demonstrate in depth knowledge of accounting principles, concepts, and applications and the role accounting plays in organizations and society.</p> <p>(Depth of Knowledge)</p>	<ol style="list-style-type: none"> 1. Demonstrate strong decision-making skills using model-building and evaluating the cost and benefit of available solutions 2. Understand both audit risk and business risk, identifying negative outcomes (including fraud) and evaluate methods through prevention, detection, and corrective controls. Ability to communicate the possible impact of identified risks and recommend corrective action 3. Identify what needs to be measured. Familiarity with appropriate measurement criteria, including US GAAP and IFRS, present the results objectively, and resolve ambiguities involving estimates 4. Demonstrate ability to prepare reports that are objective, concise, and clear, with relevant information that leads to appropriate conclusions and decision-making 5. Demonstrate the ability to utilize research skills to access, understand, and apply standards, rules, and other information, relying on industry trends, internal performance history, benchmarks, and best practices 6. Demonstrate the ability to use technology effectively and efficiently as a tool to assess and control risk, document work performed, research data, and build models
<p>Effectively articulate the role of ethics in management.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different

	<p>stakeholders</p> <ol style="list-style-type: none"> 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Indicate an understanding of how culture, economic and political issues affect accounting and business decisions.</p> <p>(Global Awareness)</p>	<ol style="list-style-type: none"> 1. Articulate fundamental challenges of global business 2. Analyze financial impacts of operating a global business 3. Demonstrate awareness of the existence and applicability of alternate (non US GAAP) accounting standards, such as IFRS, for financial reporting for global (non-US) businesses 4. Apply alternate accounting standards 5. Identify the sources of IFRS 6. Recognize the importance of IFRS in the future for US companies
<p>Demonstrate effective oral communication skills.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication skills.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



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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 20 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

MSF Curriculum

12-17 Courses

32-47 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

• FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

• SBS-603 Managerial Economics

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

• SBS-604 Data Analytics

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Elective Prerequisite Course (3 Credits)

May be taken at any point in program.

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Finance Core Courses (15 Credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

Concentration Descriptions and Applicable Elective Courses (12 Credits)

Choose four elective courses from the approved MSF electives list. If a concentration is declared, at least three electives must be in one concentration area. Must be taken on campus, within Sawyer Business School, 800 or above, unless permission take online granted by Academic Director.

- **SBS-920 Graduate Internship**

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for an elective in the MSF program must consult with the MSF Advisor for guidance on how to be considered for this option.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only seminar approved as an MSF elective. Any other travel seminar requires MSF Academic Program Director Approval.

Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

- **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

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **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

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Risk Management Concentration

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

• 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

• 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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

*Note: Students who choose the Risk Management Elective Concentration must take FIN 816 & FIN 882 as part of their program.

Investments Concentration

Investments will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Recognition Program.

- **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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

• 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

• FIN-885 Enterprise Risk Management

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 Credits)

Should be taken as late in the program as possible. Must be taken on campus, unless permission to take online is granted by the Academic Program Director.

- **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

Learning Goals & Objectives

- **MSF Learning Goals & Objectives**

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Learning Goals	Learning Objectives
<p>Demonstrate ability to apply analytical reasoning skills to Finance problems.</p> <p>(Analytical Reasoning)</p>	<ol style="list-style-type: none"> 1. Identify the problem and related issues 2. Identify key assumptions 3. Generate salient alternatives 4. Examine the evidence and source of evidence 5. Identify conclusions, implications, and consequences
<p>Demonstrate application of finance knowledge even in new and unfamiliar circumstances through conceptual understanding.</p> <p>(Knowledge Integration)</p>	<ol style="list-style-type: none"> 1. Acknowledge that the project covers different key functional areas in finance 2. Display understanding across different key functional areas in finance 3. Identify the methodologies appropriate to solve the problem 4. Apply and coordinate the methodologies to get the best solution for the problem 5. Display understanding of the implications of the solution for each functional area 6. Demonstrate overall ability to integrate knowledge from the different functional areas
<p>Apply ethical principles to financial decision making.</p> <p>(Ethics)</p>	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical conduct 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal

	<ol style="list-style-type: none">6. Appreciate that ethical norms vary across different countries and cultures
<p>Demonstrate effective oral communication about financial information. (Oral Communication)</p>	<ol style="list-style-type: none">1. Organize the presentation effectively2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision3. Develop the topic4. Communicate with the audience5. Use communication aids effectively6. Summarize the presentation
<p>Demonstrate effective written communication about financial information. (Written Communication)</p>	<ol style="list-style-type: none">1. Develop a topic with supporting details2. Organize written communication effectively and logically3. Use correct word choice and effective sentence structure4. Employ normal conventions of spelling and grammar5. Provide examples and supporting evidence6. Communicate accurate quantitative information



2017-2018 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 20 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

12-17 Courses

32-47 Credits

Program Length

12-16 months of full-time study

20-28 months of part-time study

Required Introductory Courses (2 credits)

*Note: Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Effective Career Planning

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

• FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

• SBS-603 Managerial Economics

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

• SBS-604 Data Analytics

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

• MBA-640 Corporate Financial Reporting and Control

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Elective Prerequisite Course (3 Credits)

May be taken at any point in the program.

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Finance Core Courses (18 Credits)

Must be taken on campus unless permission to take online is granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

Elective Courses (9 credits)

Choose three elective courses from the approved MSFSB elective list. Must be taken on campus, within Sawyer Business School, 800 or above, unless permission to take online is granted by the Academic Program Director.

- **SBS-920 Graduate Internship**

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for an elective in the MSFSB program must consult with the MSFSB advisor on how to be considered for this option.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only seminar approved as an MSFSB elective. Any other travel seminar requires MSF Academic Program Director approval.

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

• 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

• 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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

- **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



2017-2018 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 20 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

MST Curriculum

11-13 Courses

31-37 Credits

Program Length

12-16 months of full-time study

18-24 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Accounting Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

MST Core Courses (18 credits)

If course is "must substitute," select an elective from the MST Approved Electives list.

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Elective Courses (9 credits)

Students must receive MST Program Director Approval when choosing electives other than TAX.

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

• TAX-866 State & Local Taxation

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

• TAX-867 Advanced Topics in Corporate Tax

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

• TAX-868 Estate Planning

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

Capstone Course (3 credits)

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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

Learning Goals & Objectives

- **MST Learning Goals and Objectives**

Learning Goals	Learning Objectives
Demonstrate ability to apply analytical reasoning skills to effectively engage in tax research. (Analytical Reasoning)	<ol style="list-style-type: none"> 1. Identifies the problem and related issues 2. Key assumptions 3. Generates salient alternatives 4. Quality of evidence 5. Conclusions, implications, and consequences
Demonstrate ability to	<ol style="list-style-type: none"> 1. Identify conflicts of interests and pressures that could lead to unethical

<p>effectively identify and communicate ethical issues related to taxation.</p> <p>(Ethical Issues Related to Taxation)</p>	<p>conduct</p> <ol style="list-style-type: none"> 2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma 3. Demonstrate the ability to identify and take into account the interests of different stakeholders 4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability 5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal 6. Appreciate that ethical norms vary across different countries and cultures
<p>Demonstrate effective oral communication about tax information.</p> <p>(Oral Communication)</p>	<ol style="list-style-type: none"> 1. Organize the presentation effectively 2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision 3. Develop the topic 4. Communicate with the audience 5. Use communication aids effectively 6. Summarize the presentation
<p>Demonstrate effective written communication about tax information.</p> <p>(Written Communication)</p>	<ol style="list-style-type: none"> 1. Develop a topic with supporting details 2. Organize written communication effectively and logically 3. Use correct word choice and effective sentence structure 4. Employ normal conventions of spelling and grammar 5. Provide examples and supporting evidence 6. Communicate accurate quantitative information



2017-2018 Archived Catalog Information

4+1 Program

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To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

MSA/MSF Curriculum

19-25 Courses

53-71 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

• FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Management Preparation Courses (12 credits)

May be waived. Must be taken or waived prior to enrolling in finance core courses.

• SBS-603 Managerial Economics

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

• SBS-604 Data Analytics

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-720 Collaborate (Ethics, Teams, & Project Management)

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

• ACCT-800 Graduate Financial Accounting I

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (21 credits)

If course is "must substitute," select an elective following the rules outlined in the Elective Courses section of this document.

- **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

- **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

- **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

• 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

• 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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

MSF Core Courses (15 credits)

*ACCT 824 may be substituted for FIN 800 with MSF Program Director Approval. MSF core courses must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

Elective Courses (9 credits)

If your program allows you only three electives they must be approved MSF electives, taken on campus unless permission to take online granted by Academic Program Director. If you received any "must substitute" under the MSA Core Courses section of this document, your fourth elective must be an ACCT course, your fifth elective must be a TAX course, and your sixth elective must be an approved International Business course.

Capstone Courses (6 credits)

Courses should be taken as late in the program as possible.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

• 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



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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 20 months of part-time study.

To qualify for the 4+1 Program for the [MS in Accounting](#) (MSA), [MS in Taxation](#) (MST), [MS in Finance](#) (MSF), [MS in Financial Services and Banking](#) (MSFSB), [MSA/MST](#), or [MSA/MSE](#), you:

- Must be a second semester senior earning an undergraduate degree in business or economics major at a U.S. Institution
- Must have a 3.3 or higher cumulative GPA
- Note: Recent graduates will also be considered

- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)
- [Curriculum](#)

MSA/MST Curriculum

19-25 Courses

55-73 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Management Preparation Courses (12 credits)

May be waived.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (18 credits)

If course is "waived must substitute" select an elective following the rules outlined in the Elective Course Section.

- **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

- **ACCT-802 Graduate Financial Accounting III**

Prerequisites:

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

• **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

• **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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Electives (12 credits)

Your first elective must be an ACCT course, your second elective must be a TAX course, and your third elective must be an approved International Business course. For your fourth elective or if you received any "must substitute" under the MSA or MST Core Courses sections of this document, you may choose any electives from either the Approved MSA or MST Elective Lists."

Capstone Courses (6 credits)

Should be taken as late in the program as possible.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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



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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 The Institute for Public Service at mpa@suffolk.edu.



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Certificate Program Options

The Sawyer Business School has developed a range of graduate certificate programs to help business professionals stay on top of the latest developments in their field and to explore other disciplines.

Each graduate certificate program consists of fifteen credits and requires the successful completion of five to six required courses in a chosen field. They are designed to be as flexible as needed to fit with the busy lives of qualified professional, offering cutting-edge curriculum taught by our world-class faculty. Once completing a graduate certificate program candidates may also choose to further their education by pursuing a graduate business degree offered within the Sawyer Business School.

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. Select courses may also be available in a weekend or online format. The graduate certificate programs consist of credited courses and may have prerequisite components. Refer to the individual certificate requirements for more details.

Sawyer Business School (SBS) graduate certificates can be completed in as little as one year. Candidates must complete a minimum of 15 credits of approved graduate level coursework within the Sawyer Business School to be awarded a certificate. Depending on enrollment status, candidates may be considered for financial aid.

[Graduate Certificate in Accounting](#)

[Graduate Certificate in Corporate Finance](#)

[Graduate Certificate in Finance \(non-business majors or general finance interest\)](#)

[Graduate Certificate in Financial Services and Banking](#)

[Graduate Certificate in Healthcare Management and Leadership](#)

[Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics](#)

[Graduate Certificate in Investments](#)

[Graduate Certificate in Nonprofit Management](#)

[Graduate Certificate in Risk Management](#)

[Graduate Certificate in State and Local Government](#)

[Graduate Certificate in Taxation](#)



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Graduate Certificate in Accounting

The Graduate Certificate in Accounting (GCA) is a five course program designed for individuals with little to no previous accounting experience. Courses will provide students with a foundation in accounting principles, including financial accounting, auditing, cost/managerial accounting and taxation.

Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
- [Time for Completion](#)
- [Residency Requirement](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

Curriculum

5 courses

15 credits

Program Length:

9 - 16 months of part-time study

GCA Core Courses (15 Credits)

If course is "must substitute" select an elective off of Approved GCA Electives List.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations.

Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• 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

• 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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

- **TAX-801 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.

Term:

Offered Both Fall and Spring



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Graduate Certificate in Accounting

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Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
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All graduate certificate 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 certificate program. Students requesting an extension for the time of program completion must submit it in writing and will be evaluated on a case-by-case basis.



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Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
- [Time for Completion](#)
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- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.



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Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
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Upon enrollment students in the GCA are assigned a faculty advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned faculty advisor,

The Graduate Programs in Accounting and Taxation Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or gca@suffolk.edu.



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Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
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Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcript (with English translation, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to Sawyer Business School (SBS) graduate degree programs in the same discipline as the certificate as long a grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.



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Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
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View the Federally Mandated [Gainful Employment Disclosure for the Graduate Certificate in Accounting](#).



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Graduate Certificate in Corporate Finance

The graduate certificate in corporate finance is designed for individuals who are previous business majors with an understanding of the framework to evaluate a company's finances, free up capital, increase profits and reduce costs. Students will be able to analyze financial data and prepare financial reports.

- [Curriculum](#)
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- [Time for Completion](#)
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- [Gainful Employment Disclosure](#)

Curriculum

5 courses
15 credits

Program Length:
9-16 months of part-time study

Required Course (3 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:

Electives (12 credits)

Four (4) courses are electives. Three (3) of the electives must be from the approved elective list for Corporate Finance. One (1) must be from an approved finance course list outside of Corporate Finance. If your choice of elective has a prerequisite, then the prerequisite must be met prior to enrolling in the elective.

Note RE: the MBA 650 requirement for previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a "B" or better within 7 years of enrolling in certificate program OR an upper level FIN elective with a "B" or better within 7 years to meet this requirement for admission.



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Graduate Certificate in Corporate Finance

The graduate certificate in corporate finance is designed for individuals who are previous business majors with an understanding of the framework to evaluate a company's finances, free up capital, increase profits and reduce costs. Students will be able to analyze financial data and prepare financial reports.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
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- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.



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The graduate certificate in corporate finance is designed for individuals who are previous business majors with an understanding of the framework to evaluate a company's finances, free up capital, increase profits and reduce costs. Students will be able to analyze financial data and prepare financial reports.

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Graduate Certificate in Corporate Finance

The graduate certificate in corporate finance is designed for individuals who are previous business majors with an understanding of the framework to evaluate a company's finances, free up capital, increase profits and reduce costs. Students will be able to analyze financial data and prepare financial reports.

- [Curriculum](#)
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Graduate Certificate in Finance (non-business majors or general finance interest)

The graduate certificate in finance is designed for individuals who are non-business majors with an interest in gaining skills in general finance including economics, data analytics, accounting, financial management and general corporate theory.

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Curriculum

5 courses
15 credits

Program Length

9-16 months of part-time study

GCF Required Courses (15 credits)

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **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



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2017-2018 Archived Catalog Information

Graduate Certificate in Financial Services and Banking

The graduate certificate in financial services and banking designed for individuals who are previous business majors seeking an understanding of bank management and financial services management. Classes will explore the creation of derivative products, their use for risk exposure control, and how to market them to corporate clients.

- [Curriculum](#)
- [Gainful Employment Disclosure](#)
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Curriculum

5 courses

15 credits

Program Length

9-16 months of part-time study

Required Courses (3 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

Electives (12 credits)

Four (4) courses are electives. Three (3) must be selected from the approved elective lists for Financial Services and Banking. One (1) must be from the approved finance course list outside Financial Services and Banking, at the 800 level, and prerequisites must be met.

Note RE: MBA 650 requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a "B" or better within 7 years of enrolling in a certificate program OR an upper level FIN elective with a "B" or better within 7 years to meet this requirement for admission.



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2017-2018 Archived Catalog Information

Graduate Certificate in Healthcare Management and Leadership

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Curriculum

6 courses

15 credits

Program Length

9-16 months of part-time study

Required Courses (15 credits)

- HLTH-701 Introduction to the U.S. Healthcare System

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.

- 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.

- **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.

- **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.

- **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.

Prerequisites must be met for any courses taken.



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View the Federally Mandated Gainful Employment Disclosure for the [Graduate Certificate in Healthcare Management and Leadership](#)



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Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics

This 6 course graduate certificate is for professionals with some experience in U.S. healthcare and is designed to give them a strong quantitative, operations and data analytics foundation for managing healthcare organizations. This program can be completed in two to three semesters, part-time.

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Curriculum

6 courses
15 credits

Program Length

9-16 months of part time study

Required Courses (12 credits)

- **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.

- **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.

- **HLTH-830 Healthcare Operations Management**

Prerequisites:

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA 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.

- **HLTH-831 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.

- **HLTH-845 Big Data Analytics for Health and Healthcare**

Credits:

3.00

Description:

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

Elective (3 credits)

Choose one from the following courses.

- **ISOM-815 Data Management and Big Data**

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-828 ERP System and Process Reengineering

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-840 Security and Privacy

Credits:

3.00

Description:

Introduces 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-845 Business Intelligence and Data Analytics

Credits:

3.00

Description:

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations,

monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

Term:

Offered Spring Term

• ISOM-861 Project Management

Credits:

3.00

Description:

Introduces 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 (R)Guide) 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 students 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. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

Term:

Offered Spring Term

Prerequisites must be met for any course taken. HLTH-701 prerequisite waived for professionals with 3 years of experience in U.S. Healthcare system.



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2017-2018 Archived Catalog Information

Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics

This 6 course graduate certificate is for professionals with some experience in U.S. healthcare and is designed to give them a strong quantitative, operations and data analytics foundation for managing healthcare organizations. This program can be completed in two to three semesters, part-time.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
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- [Gainful Employment Disclosure](#)

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.



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- [Curriculum](#)
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- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

All graduate certificate 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 certificate program. Students requesting an extension for the time of program completion must submit it in writing and will be evaluated on a case-by-case basis.



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Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics

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- [Curriculum](#)
- [Residency Requirement](#)
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- [Gainful Employment Disclosure](#)

Students in Graduate Certificates in the Healthcare Management are assigned an advisor at the time of admission. Students are encouraged to discuss their academic interests and goals with their academic advisor. The Healthcare Administration Programs Office is also available to respond to any questions or concerns and may be reached at 617-305-1769 or healthadministration@suffolk.edu.



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Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five years prior to entering a SBS graduate degree program. However, at the discretion the program director, some courses may not be transferred if the subject material has changed significantly since completion.



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Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics

This 6 course graduate certificate is for professionals with some experience in U.S. healthcare and is designed to give them a strong quantitative, operations and data analytics foundation for managing healthcare organizations. This program can be completed in two to three semesters, part-time.

- [Curriculum](#)
- [Residency Requirement](#)
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- [Gainful Employment Disclosure](#)

View the Gainful Employment Disclosure for the [Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics](#).



2017-2018 Archived Catalog Information

Graduate Certificate in Investments

The graduate certificate in investments is designed for individuals who are previous business majors and have a professional interest in the area of investments. The graduate finance courses are recognized by the CFA Institute and closely tied to professional practice and will help students understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

Curriculum

5 courses
15 credits

Program Length
9-16 months of part-time study

Required Courses (6 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

- **FIN-810 Investment Analysis**

Prerequisites:

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

Electives (9 credits)

Three (3) courses are electives and must be selected from the approved elective list for Investments.

Note RE: MBA 650 requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a "B" or better within 7 years of enrolling in certificate program OR an upper level elective with a "B" or better within 7 years to meet this requirement for admission.



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- [Curriculum](#)
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To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.



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- [Curriculum](#)
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- [Gainful Employment Disclosure](#)

All graduate certificate 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 certificate program. Students requesting an extension for the time of program completion must submit it in writing and will be evaluated on a case-by-case basis.



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- [Curriculum](#)
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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.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached at 617-573-8641 or msf@suffolk.edu



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- [Curriculum](#)
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Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute with an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better") and provide official transcripts (with English translation, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as the grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements, and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.



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- [Curriculum](#)
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View the Federally Mandated Gainful Employment Disclosure for the [Graduate Certificate in Investments](#)



2017-2018 Archived Catalog Information

Graduate Certificate in Nonprofit Management

This 5 course graduate certificate is designed for candidates with an interest in nonprofit management and covers the field of administration in a public sector context, finance, human resources and other special topics in particular to a nonprofit environment.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

Curriculum

5 courses
15 credits

Program Length

4 months, full-time study
9-16 months, part-time study

Required Courses (9 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-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.

Electives (6 credits)

Select two courses from the Nonprofit Management concentration course list.



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Graduate Certificate in Nonprofit Management

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All graduate certificate 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 certificate program. Students requesting an extension for the time of program completion must submit it in writing and will be evaluated on a case-by-case basis.



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Upon enrollment, students are assigned an academic advisor from the Public Administration Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.



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Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year of from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements, and current Sawyer Business School waiver and transfer policies.

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View the Gainful Employment Disclosure for the [Graduate Certificate in Nonprofit Management](#).



2017-2018 Archived Catalog Information

Graduate Certificate in Risk Management

The graduate certificate in risk management is designed for individuals who are previous business majors seeking an understanding of how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
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- [Gainful Employment Disclosure](#)

Curriculum

5 courses
15 credits

Program Length
9-16 months of part-time study

Required Courses (6 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

- **FIN-810 Investment Analysis**

Prerequisites:

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

Electives (9 credits)

Three (3) course are electives which must be selected from the approved elective list for Risk Management.

Note RE: MBA 650 Requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a "B" or better within 7 years of enrolling in certificate program OR an upper level FIN elective with a "B" or better within 7 years to meet this requirement for admission.



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Graduate Certificate in Risk Management

The graduate certificate in risk management is designed for individuals who are previous business majors seeking an understanding of how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- [Curriculum](#)
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- [Curriculum](#)
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- [Curriculum](#)
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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.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns and may be reached at 617-573-8461 or msf@suffolk.edu



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Graduate Certificate in Risk Management

The graduate certificate in risk management is designed for individuals who are previous business majors seeking an understanding of how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

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Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcripts (with English translation, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

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View the Federally Mandated Gainful Employment Disclosure for the [Graduate Certificate in Risk Management](#).



2017-2018 Archived Catalog Information

Graduate Certificate in State and Local Government

This 5 course graduate certificate prepares candidates to serve as effective leaders and gain an ability to respond to the changing dynamics of government. Courses cover a range of topics including finance, human resources, and organizational leadership and change.

- [Curriculum](#)
- [Gainful Employment Disclosure](#)
- [Waiver/Transfer Policy](#)

Curriculum

5 courses
15 credits

Program Length

4 months, full-time study
9-16 months, part-time study

Required Courses (9 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-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.

Electives (6 credits)

Select two courses from current State and Local Government concentration course list.



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[Academic Catalogs](#) > [Graduate Catalog](#) > [Sawyer Business School](#) > [Certificate Program Options](#) > Graduate Certificate in State and Local Government

2017-2018 Archived Catalog Information

Graduate Certificate in State and Local Government

This 5 course graduate certificate prepares candidates to serve as effective leaders and gain an ability to respond to the changing dynamics of government. Courses cover a range of topics including finance, human resources, and organizational leadership and change.

- [Curriculum](#)
- [Gainful Employment Disclosure](#)
- [Waiver/Transfer Policy](#)

View the Gainful Employment Disclosure for the [Graduate Certificate in State and Local Government](#).



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Graduate Certificate in State and Local Government

This 5 course graduate certificate prepares candidates to serve as effective leaders and gain an ability to respond to the changing dynamics of government. Courses cover a range of topics including finance, human resources, and organizational leadership and change.

- [Curriculum](#)
- [Gainful Employment Disclosure](#)
- [Waiver/Transfer Policy](#)

Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcripts (with English translations if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate as long a grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.



2017-2018 Archived Catalog Information

Graduate Certificate in Taxation

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Fifteen credits are required to complete the GCT. If a student waives a required course, a student must substitute those credits with an approved course by the program director.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer](#)
- [Gainful Employment Disclosure](#)

Curriculum

5 Courses

15 Credits

Program Length

10-16 months of part-time study

GCT Required Courses (6 credits)

*If course is "must substitute" choose another TAX Course. Four of the five courses must be TAX courses. Work with the MST Program Director when choosing courses other than TAX.

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

*Tax 801 must be taken in the 1st semester and it must be completed prior to taking any electives. If waived, it must be substituted with another TAX elective.

**Tax 861 must be taken in the 1st semester and can be taken concurrently with TAX 801. If waived, it must be substituted with another TAX elective.

Tax Elective Courses (9 credits)

- **TAX-802 Federal Taxation II**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-865 International Taxation Outbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

Credits:

3.00

Description:

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

Term:

Summer

Type:

MBA International Business

- **TAX-866 State & Local Taxation**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Fall Term

- **TAX-867 Advanced Topics in Corporate Tax**

Prerequisites:

TAX-801 and TAX-862 or approval of the MST Director

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 Spring Term

• **TAX-868 Estate Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

• **TAX-870 Federal Income Taxation of Estates & Trusts**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-872 Tax Exempt Organizations**

Prerequisites:

TAX-801

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:

Summer

- **TAX-874 International Taxation Inbound**

Prerequisites:

TAX-801 and TAX-861 or approval of the MST Director

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 Spring Term

Type:

MBA International Business

- **TAX-879 Personal Financial Planning**

Prerequisites:

TAX-801 or approval of the MST Director

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 Spring Term

- **TAX-910 Individual Study in Taxation**

Prerequisites:

TAX-801 or approval of the MST Director

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

*TAX 867 can only be taken if TAX 801 and TAX 862 have been taken first. Any other course with a prerequisite must have the prerequisite met before you can enroll.



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Graduate Certificate in Taxation

The Graduate Certificate in Taxation (GCT) is a five course graduate certificate designed for individuals seeking a practical foundation in federal tax and opportunity to customize their learning. Candidates may pursue coursework to prepare them to work in a large multinational or multi-state firm, or local firms that cater to smaller businesses and individuals. Tax compliance, tax planning and tax policy will be emphasized.

Fifteen credits are required to complete the GCT. If a student waives a required course, a student must substitute those credits with an approved course by the program director.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer](#)
- [Gainful Employment Disclosure](#)

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.



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- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer](#)
- [Gainful Employment Disclosure](#)

All graduate certificate 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 certificate program. Students requesting an extension for the time of program completion must submit it in writing and will be evaluated on a case-by-case basis.



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- [Gainful Employment Disclosure](#)

Students in the GCT 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. The Graduate Programs in Accounting and Taxation Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or mst@suffolk.edu.



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- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer](#)
- [Gainful Employment Disclosure](#)

Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five years prior to matriculation ("B" or better) and provide official transcript (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

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Fifteen credits are required to complete the GCT. If a student waives a required course, a student must substitute those credits with an approved course by the program director.

- [Curriculum](#)
- [Residency Requirement](#)
- [Time for Completion](#)
- [Advising](#)
- [Waiver/Transfer](#)
- [Gainful Employment Disclosure](#)

View the Federally Mandated [Gainful Employment Disclosure for the Graduate Certificate in Taxation](#).



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2017-2018 Archived Catalog Information

Academic Honors & Societies

Each year the University recognizes students for outstanding scholarship, leadership, and service to the Suffolk community.

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 their master's program or rank in the upper 10% of their undergraduate class. Students are elected to membership and publicly recognized by the Dean's office 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 dual 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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Fully Online Programs

Online instruction consists of the latest multimedia and Internet technologies. Participation is both asynchronous and synchronous. Online courses require a 90-minute weekly chat. Faculty and students interact via email, chat rooms, threaded (on-going) discussions, and audio media.

Class size is capped at 18. The small class size allows for more student-to-faculty interaction and engagement in class. Students require access to the Internet, Suffolk email, and a moderate level of experience in working online to participate in online courses. Students can connect to courses from wherever they are in the world, adding to the flexibility of learning online.

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.

[Master of Business Administration \(MBA\)](#)

[Graduate Certificate in Accounting \(CGA\)](#)



2017-2018 Archived Catalog Information

Graduate Certificate in Accounting

The Graduate Certificate in Accounting (GCA) is a five course program designed for individuals with little to no previous accounting experience. Courses will provide students with a foundation in accounting principles, including financial accounting, auditing, cost/managerial accounting and taxation.

Fifteen credits are required for completion of the GCA. If a student waives a required course, a student must substitute those with an approved course by the program director. This part-time only program can be completed at our Boston campus or completely online.

- [Curriculum](#)
- [Time for Completion](#)
- [Residency Requirement](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

Curriculum

5 courses

15 credits

Program Length:

9 - 16 months of part-time study

GCA Core Courses (15 Credits)

If course is "must substitute" select an elective off of Approved GCA Electives List.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations.

Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• 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

• 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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

- **TAX-801 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.

Term:

Offered Both Fall and Spring



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- [Curriculum](#)
- [Time for Completion](#)
- [Residency Requirement](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

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- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

Upon enrollment students in the GCA are assigned a faculty advisor from the Accounting Department. Students are encouraged to discuss their academic interests and goals with their assigned faculty advisor,

The Graduate Programs in Accounting and Taxation Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or gca@suffolk.edu.



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- [Time for Completion](#)
- [Residency Requirement](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)
- [Gainful Employment Disclosure](#)

View the Federally Mandated [Gainful Employment Disclosure for the Graduate Certificate in Accounting](#).



2017-2018 Archived Catalog Information

Non-Degree Options

Management Advancement Professional Studies (MAPS)

The Management Advancement Professional Studies (MAPS) Program allows select individuals with at least one year of full-time work experience and a 2.8 or higher GPA to enroll in a maximum of 6 credits of MBA core courses, two MSF prerequisite courses, or two MSA management preparation courses before formally applying.

Courses taken in MAPS will subsequently be applied toward the Suffolk MBA, MSF, MSFSB, or MSA degree if, after formal application, you meet the standard admission criteria. For credits to apply, grades earned must be a B or better and taken within 7 years prior to MBA, MSF or MSFSB matriculation.

MAPS is available at the Boston campus. Some courses are also available at the North Campus and online.

Due to Immigration and Naturalization Service regulations, the MAPS option is only available to US citizens and permanent residents.

CPA Educational Requirements

If you only need 1 or 2 more courses to sit for the CPA exam in Massachusetts, you can apply for the Management Advancement Professional Studies (MAPS) CPA Educational Requirements option. You can take up to 2 accounting, taxation, or business law courses at our Boston campus or online.

Eligible applicants must have a minimum cumulative GPA of a 3.0 and at least 1 year of work experience or a master's degree. You also need to undergo Pre-Evaluation Eligibility Determination notification from NASBA, outlining the classes you need to sit for the CPA exam.

Courses taken in the CPA MAPS program could subsequently apply toward the Suffolk MSA or MST degree if, after formal application, you meet standard admission criteria.

You may register as early as one month before classes begin, but students enrolled in degree programs are granted priority registration. Contact [Caitlin DeStefano](#) for advising.

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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Travel Seminars

Led by Sawyer Business School faculty, the 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 Business elective (required for all MBA students; MBA 740)
- 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 (spring and summer)

Travel Component

- 7-10 days of travel
- 6-8 company visits, which provide an overview of the business culture. These visits range from large multinationals to small, entrepreneurial firms
- 3-4 cultural activities including city tours, group dinners, and cultural 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

*Effective Fall 2016, the seminar fee does not apply to MBA students required to take MBA 740.



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Dual Degree Programs

The Sawyer Business School, College of Arts & Sciences, and Suffolk Law School have collaborated to offer a variety of highly specialized dual degree programs:

Suffolk Law School with Sawyer Business School

- [MBA/JD](#)
- [MPA/JD](#)
- [MSF/JD](#)

Suffolk Law School with the College of Arts & Sciences

- [JD/MS in Crime & Justice Studies](#)

The College of Arts & Sciences with Sawyer Business School

- [MPA/MS in Crime & Justice Studies](#)
- [MPA/MS in Mental Health Counseling](#)
- [MPA/MS in Political Science](#)

Dual Programs within the Sawyer Business School

- [MBA/MSA](#)
- [MBA/MSBA](#)
- [MBA/MSF](#)
- [MBA/MST](#)
- [MSA/MSF](#)
- [MSA/MST](#)
- [MSBA/MSA](#)
- [MSBA/MSF](#)

Dual Program within the College of Arts & Sciences

- [MS in Crime & Justice Studies/MS in Mental Health Counseling](#)



2017-2018 Archived Catalog Information

JD/Master of Science in Crime & Justice Studies

The Juris Doctor/Master of Science in Crime & 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 Dual Degree](#)
- [Crime & Justice Studies Courses](#)

Degree Requirements: 104 credits (80 Law School credits, 24 College of Arts & Sciences credits)

The JD/MSCJS degree 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 & Sciences MSCJS curriculum. Specific 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 dual 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 dual 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 dual degree programs. Law School Regulation VII (E) states that a dual degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the dual degree.

Application to the dual 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

This track is for students in full-time MSCJS study.

First Year

Fall Semester

- **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 two courses from an approved list of courses in a specialized area of Crime & Justice Studies.

Spring Semester

- **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-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

Choose two courses from an approved list of courses in a specialized area of Crime & 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, CJ-784, CJ-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 dual degree program.

Track III

This track is for second-year law students entering the dual degree program. During years three and four, these students will take both law and MSCJS courses.

The [Law School Curriculum and Requirements](#) are available on the Law School website.



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Academic Catalogs

[Academic Catalogs](#) > [Graduate Catalog](#) > [Dual Degree Programs](#) > [Suffolk Law School with Arts & Sciences](#) > JD/Master of Science in Crime & Justice Studies

2017-2018 Archived Catalog Information

JD/Master of Science in Crime & Justice Studies

The Juris Doctor/Master of Science in Crime & 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 Dual Degree](#)
- [Crime & Justice Studies 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-685 Seminar in Corrections**

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 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 are 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:

Occasional

- **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-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-731 Youth Programming**

Credits:

3.00

Description:

This course 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-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. 3.0 GPA.

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 Spring Term

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

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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



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MBA/JD

Suffolk University Law School and the Sawyer Business School offer a dual 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.

Alternatively, students can complete the MBA/JD in three years at an accelerated pace, 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.

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, 109 credits are required; of these, 72 credits must be taken in required and elective law school courses and 37 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

Total Required Credits: 37

Required Introductory Courses (4 Credit)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Core Courses* (15 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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:

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*If core course is not required, students must substitute with MBA electives.

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.



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2017-2018 Archived Catalog Information

MBA/JD

Suffolk University Law School and the Sawyer Business School offer a dual 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.

Alternatively, students can complete the MBA/JD in three years at an accelerated pace, 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.

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, 109 credits are required; of these, 72 credits must be taken in required and elective law school courses and 37 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

MBA/JD students that waive MBA core courses must substitute with an elective from within the Sawyer Business School. If at least 9 credits of core courses are waived, students may declare a concentration with 3 electives from the same functional area.



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Academic Catalogs

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MBA/JD

Suffolk University Law School and the Sawyer Business School offer a dual 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.

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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, 109 credits are required; of these, 72 credits must be taken in required and elective law school courses and 37 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

In collaboration with the law school, the MBA Programs Office and academic departments provide academic advising to MBA/JD students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA Programs advisor.



2017-2018 Archived Catalog Information

MBA/JD

Suffolk University Law School and the Sawyer Business School offer a dual 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.

Alternatively, students can complete the MBA/JD in three years at an accelerated pace, 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.

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, 109 credits are required; of these, 72 credits must be taken in required and elective law school courses and 37 in the Sawyer Business School. Final programs are approved by the associate deans of each school.

- [Curriculum](#)
- [Concentrations](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

If core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650, and MBA 660) are waived, student must substitute with an MBA elective.

If a 1.5 credit core course is waived, student may complete an independent study for 1.5 credits.

MBA/JD students must complete a minimum of 37 credits in the Sawyer Business School to be awarded the MBA portion of their dual degree.



2017-2018 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 dual program are also prepared to earn professional qualification for either the CPA or the CMA exam.

Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Total Credits Required: 46 to 67

Contextualize: from Boston to the World (4 Credits)

Must be taken in the 1st semester.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Core Courses (15 Credits)

May be waived.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Understand Business Fundamentals (9 Credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving

real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

MSA Preparation Courses (6 Credits)

May be waived

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

If must substitute, select elective off of approved MSA electives list.

- **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

- **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

- **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

• 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

• 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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

Construct the Big Picture (9 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

• MBA-760 World Class Strategies

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change and Capstone Course (6 Credits)

Must be taken as late in the program as possible.

• MBA-770 Leading and Implementing Change

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

• ACCT-861 Leadership in the Financial Professions

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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



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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 dual program are also prepared to earn professional qualification for either the CPA or the CMA exam.

Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs advisor.

Upon enrollment, students in the MBA/MSA are also assigned a faculty advisor from the Accounting Department. Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisor especially when choosing elective courses.



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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 dual program are also prepared to earn professional qualification for either the CPA or the CMA exam.

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 and MSA preparation courses may be waived. MSA core courses may need to be substituted with approved elective. Required MBA courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive an MBA core, 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) and provide official transcripts (with English translations, if applicable). To waive an MSA preparation course a student must successfully complete equivalent coursework at the undergraduate/graduate level in the five years prior to the MBA/MSA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable). Exception: ACCT 800 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. Student may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or North Campus with prior arrangements.

All MBA/MSA students must complete a minimum of 46 credits 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 have been 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 ensure 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.



2017-2018 Archived Catalog Information

MBA/MSBA

MBA/MSBA

The MBA/MSBA degree provides students with a broad-based, highly experiential managerial education grounded in the MBA with a data analytics and data management expertise developed in the specialized MSBA curriculum. By completing an additional 3 courses beyond the MBA, two masters degrees will be awarded when all degree requirements for both programs are fulfilled.

The program is offered full-time and part-time. The MBA portion of the dual degree can also be completed at the North Campus or online. The MSBA courses are only offered in Boston.

STEM Classification

The MBA/MSBA is a dual program with a STEM (Science, Tehcnology, Engineering, and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36-month of Optional Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Program Length

15-20 courses
43-56.5 credits

Contextualize: from Boston to the World* (4 credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

*Must be taken in the 1st semester.

MBA Core Courses* (13.5 Credits)

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*May be waived.

Understand Business Fundamentals (3 credits)

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

Data Management (9 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If waived, must substitute.

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-827 Data Warehouse and Business Intelligence

Prerequisites:

Take ISOM-815

Credits:

3.00

Description:

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

Business Analytics (12 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If waived, must substitute.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-835 Predictive Analytics**

Credits:

3.00

Description:

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of

organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

- **ISOM-837 Data Mining and Business Insights**

Prerequisites:

Take ISOM-835

Credits:

3.00

Description:

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

Leadership Fundamentals (9 credits)

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

• MBA-750 Building Global Connections

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

Construct the Big Picture (3 credits)

• MBA-760 World Class Strategies

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change (3 credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.



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Academic Catalogs

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2017-2018 Archived Catalog Information

MBA/MSBA

MBA/MSBA

The MBA/MSBA degree provides students with a broad-based, highly experiential managerial education grounded in the MBA with a data analytics and data management expertise developed in the specialized MSBA curriculum. By completing an additional 3 courses beyond the MBA, two masters degrees will be awarded when all degree requirements for both programs are fulfilled.

The program is offered full-time and part-time. The MBA portion of the dual degree can also be completed at the North Campus or online. The MSBA courses are only offered in Boston.

STEM Classification

The MBA/MSBA is a dual program with a STEM (Science, Tehcnology, Engineering, and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36-month of Optional Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

The Graduate Programs Office and academic departments provide advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their MBA/MSBA Programs advisor, as well as their assigned faculty advisor from the Information Systems and Operations Management Department.



2017-2018 Archived Catalog Information

MBA/MSBA

MBA/MSBA

The MBA/MSBA degree provides students with a broad-based, highly experiential managerial education grounded in the MBA with a data analytics and data management expertise developed in the specialized MSBA curriculum. By completing an additional 3 courses beyond the MBA, two masters degrees will be awarded when all degree requirements for both programs are fulfilled.

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STEM Classification

The MBA/MSBA is a dual program with a STEM (Science, Tehcnology, Engineering, and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36-month of Optional Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

MSBA core courses may be waived but credits must be substituted with an approved elective. For MSBA core courses to be considered as waived with an approved elective for substiution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MSBA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

MBA courses may be waived. Required MBA courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760, and MBA 770) 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 the MBA/MSBA matriculation ("B" or better) and provide official transcripts (with English translation if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain an MBA core course waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or the North Campus with prior arrangements.

All MBA/MSBA students must complete a minimum of 43 credits (15 courses and SBS 700) in the Sawyer Business School. STudents previously enrolled in a SBS graduate program and who successfully completed MBA 600, SBS 600,

or MBA 700 with a "P" grade or grade of "B" or better, are not required to retake the course; therefore are only required to complete a minimum of 42 credits in the Sawyer Business School.

Transfer 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 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/MSBA program. A maximum of six credits may be considered for transfer.

Students Who Leave Boston Before Their Degree is Complete

Occasionally, Suffolk MBA/MSBA 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/MSBA. You may be able to transfer 6 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 may also complete the MBA portion of the MBA/MSBA online.



2017-2018 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. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The MSF program is a member of the CFA Institute's University Recognition Program and has an academic partnership with the Global Association of Risk Professionals (GARP). It is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager).

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Total Required Credits: 56 to 72.5

Contextualize: from Boston to the World* (5 Credits)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

• MBA-710 Understanding World Class Clusters

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Must be taken in 1st semester.

MBA Core Courses* (16.5 Credits)

• SBS-603 Managerial Economics

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

*May be waived.

Understand Business Fundamentals (9 Credits)

• MBA-720 Collaborate (Ethics, Teams, & Project Management)

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from

the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

MSF Required Core Courses* (15 Credits)

- **FIN-800 Financial Statement Analysis and Valuation**

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

• 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

• FIN-810 Investment Analysis

Prerequisites:

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

• 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

• 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

*Must be taken on campus unless given permission to take online by Academic Program Director.

Elective Courses (15 Credits)

MSF courses must be taken on campus unless permission to take online granted by Academic Program Director.

- Electives 1&2 must be MBA electives; 800- level or above from the Sawyer Business School
- No FNIB or FIN

- Electives 3-5 must be approved MSF courses

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change and Capstone Course* (6 Credits)

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

• 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

Must be taken as late in the program as possible.



2017-2018 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. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The MSF program is a member of the CFA Institute's University Recognition Program and has an academic partnership with the Global Association of Risk Professionals (GARP). It is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager).

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

The Graduate Programs Office and academic departments provide advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their MBA/MSF Programs advisor, as well as their assigned faculty 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 career goals with their assigned faculty 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, and may be reached at 617.573.8641 or msf@suffolk.edu.



2017-2018 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. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The MSF program is a member of the CFA Institute's University Recognition Program and has an academic partnership with the Global Association of Risk Professionals (GARP). It is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager).

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

MBA core courses may be waived. Required MBA courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760 and MBA 770) 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) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSF Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or the North Campus with prior arrangements.

All MBA/MSF students must complete a minimum of 56 credits 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 MSF 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 may also complete the MBA portion of the MBA/MSF online.



2017-2018 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 dual 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, will find this degree to be an especially attractive option.

Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Total Required Credits: 49 to 67

Contextualize: from Boston to the World (4 credits)

Must be taken in 1st semester.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **MBA-710 Understanding World Class Clusters**

Credits:

3.00

Description:

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

Core Courses (12 Credits)

May be waived.

- **MBA-615 Economics**

Credits:

1.50

Description:

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

- **MBA-625 Managerial Statistics**

Credits:

1.50

Description:

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

- **MBA-635 Operations Management: Design and Analysis**

Prerequisites:

MBA-625 or SBS-604 (may be taken concurrently)

Credits:

3.00

Description:

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-660 Marketing: the Challenge of Managing Value

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

- **MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**

Credits:

3.00

Description:

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey 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. This course will contain experiential components, relating to Boston's world-class industries.

- **MBA-740 Immerse- Travel Seminar**

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

MST Preparation Courses (6 Credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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

Tax Core Courses (18 Credits)

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Electives (6 Credits)

Work with the MST Program Director when choosing electives other than TAX.

Construct the Big Picture (6 Credits)

- **MBA-750 Building Global Connections**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

- **MBA-760 World Class Strategies**

Prerequisites:

SBS-700, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720, and MBA-730

Credits:

3.00

Description:

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. 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. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

Lead and Implement Change and Capstone Course (6 Credits)

Must be taken as late in program as possible.

- **MBA-770 Leading and Implementing Change**

Prerequisites:

SBS-700 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720 MBA-730 MBA-750
MBA-760 (MBA-750 and MBA-760 may be taken concurrently with MBA 770)

Credits:

3.00

Description:

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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



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Academic Catalogs

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2017-2018 Archived Catalog Information

MBA/MST

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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 MBA Programs advisor, as well as Professor James Angelini, MST Programs Director 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 MST Programs Office is also available to respond to any questions or concerns, and may be reached at 617.573.8044 or mst@suffolk.edu.



2017-2018 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 dual 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, will find this degree to be an especially attractive option.

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 and MST preparation courses may be waived. MST core courses may need to be substituted. Required MBA Courses (SBS 700, MBA 710, MBA 720, MBA 730, MBA 740, MBA 750, MBA 760, and MBA 770) cannot be waived.

To waive an MBA core or MST 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) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MST Program and are waived during the student's first semester. Student may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or the North Campus only with prior arrangements.

All MBA/MST student must complete a minimum of 49 credits 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.



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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 dual 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 dual 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 dual degree programs. Law School Regulation VII (E) states that a dual degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the dual 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.

Fall Semester (15 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-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 (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 uses 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 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.

And two Public Administration electives

Students with no professional experience are required to take PAD 859 Internship, which will count as one of your two electives.

It is important that dual degree students work with advisors in both academic programs to ensure successful completion of both programs.



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MPA/MS in Crime & Justice Studies

The MPA/MSCJS Program is designed for those interested in crime and justice, public policy, and public service. The dual degree enhances students' ability to address core policy and social issues from a unique, multifaceted perspective. Graduates of the dual degree will be better able to face the challenges of a rapidly evolving, diverse society.

- [Curriculum](#)

Degree Requirements: 18 courses, 54 credits

MPA Required Courses (6 courses, 18 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-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.

MPA Electives (4 courses, 12 credits)

Choose any four 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**

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.

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.

Crime & Justice Studies Required 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

Dual degree students may take either CJ-709 Quantitative Analysis or the equivalent P.AD-715 Quantitative Analysis; students who opt to take P.AD-715 must take another Crime & Justice Studies elective in order to fulfill MSCJS credit hours.

Crime & Justice Studies Electives (4 courses, 12 credits)

Choose four of the following:

- **CJ-685 Seminar in Corrections**

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 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 are 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:

Occasional

- **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 course 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-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. 3.0 GPA.

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 Spring Term

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

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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



2017-2018 Archived Catalog Information

MPA/MS in Mental Health Counseling

The MPA/MSMHC dual 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.

Upon completion of all MPA and MSMHC requirements, students receive two degrees.

This 28-course program consists of:

- Eight required MPA courses (24 credits)
- Two MPA electives (6 credits)
- Fourteen required Counseling courses (48 credits)
- Four Counseling electives (12 credits)

- [Curriculum](#)
- [Counseling Courses](#)

Degree Requirements: 28 courses, 90 credits

Public Administration Courses: 10 courses, 30 credits

MPA Required 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.

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.

Mental Health Counseling Courses: 18 courses, 60 credits

Core Requirements (5 courses, 15 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.

- **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-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.

Counseling Requirements (8 courses, 30 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**

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**

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.

Special Treatment Issue Requirement (1 course, 3 credits)

Choose one of the following:

- **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.

Note: Other option may be taken as an elective.

Electives (4 courses, 12 credits)

Choose four of the following:

- **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-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-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.

- **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

(Coursework in related disciplines may be elected subject to approval of the program director.)

Practicum & Internship

It is during the Counseling Skills Laboratory 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 Internship 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 "B" (3.0) or higher. After two failed attempts to satisfactorily complete the clinical practicum and/or internship, students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.



2017-2018 Archived Catalog Information

MPA/MS in Mental Health Counseling

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Upon completion of all MPA and MSMHC requirements, students receive two degrees.

This 28-course program consists of:

- Eight required MPA courses (24 credits)
- Two MPA electives (6 credits)
- Fourteen required Counseling courses (48 credits)
- Four Counseling electives (12 credits)

- [Curriculum](#)
- [Counseling Courses](#)

- **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**

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**

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 Higher Education Program

- **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.



2017-2018 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 dual 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:

- Eight required MPA courses (24 credits)
- Two MPA electives (6 credits)
- Five required Government (Political Science) courses (15 credits)
- Three Government (Political Science) electives (9 credits)
- [Curriculum](#)
- [Political Science Courses](#)

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.

MPA Electives (2 courses, 6 credits)*

Choose any two 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 (8 courses, 24 credits)

Two concentrations are available: Professional Politics and International Relations.

Professional Politics Concentration

Core 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-765 Global Public Policy

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

• GVT-777 Writing for the Policy Professional

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

Political Science/Government Electives (3 courses, 9 credits)

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

International Relations Concentration

Core 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**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

• GVT-777 Writing for the Policy Professional

Prerequisites:

Open to graduate students only;

Credits:

3.00

Description:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

Political Science/Government Electives (3 courses, 9 credits)

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

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 at least a "novice-high" level. If you choose this option, please contact the Graduate Program Director to schedule the exam.



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- [Curriculum](#)
- [Political Science Courses](#)

- **GVT-010 Summer Campaign Lab**

Prerequisites:

Instructor Consent Required

Credits:

0.00

Description:

This non-credit, two-week intensive certificate will combine in-depth training on building and running a successful campaign, with site visits to leading political strategy and non-profit agencies. Students will broaden their network meeting leaders in government, public policy, and non-profits by participating in evening speaker series and networking events. Evening teamwork will culminate in a final campaign plan to be presented on the final day of the program.

- **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-609 Transitional Justice

Credits:

3.00

Description:

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

• 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-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-638 Environmental Policy & Politics**

Credits:

3.00

Description:

From Rio to the Boston Harbor Project, this course examines the policies 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.

- **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-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 Race, Gender and Sexual Orientation on Campaigns**

Credits:

1.00

Description:

This course will examine the role that race, gender, and sexual orientation play on political campaigns. We will explore the challenges and opportunities that women, people of color, and LGBT individuals face as candidates, the consequences of diversity (or lack thereof) on campaign teams, and how race, gender and sexual orientation are mobilized by campaigns to reinforce messages, target voters, and raise money.

- **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-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-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 Governance & Regional Political Economy**

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:

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped

debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

- **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-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-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-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-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**

Credits:

3.00

Description:

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

- **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:

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

- **GVT-778 Global Policy & Data Analysis 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:

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

- **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 will 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:

Instructor permission required

Credits:

3.00

Description:

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

- **GVT-804 International Political Marketing**

Credits:

3.00

Description:

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

- **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-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-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-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-907 Pre-Thesis Reading Course**

Prerequisites:

completion of all other course work for the MSPS/ thesis option, with a cumulative grade point average of 3.5 or better, and permission of the department's Director of Graduate Studies.

Credits:

6.00

Description:

Intensive reading, under the guidance of a faculty member, of advanced scholarly literature in the subfield of the student's intended master's thesis.

- **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-920 International Internship - Brussels**

Prerequisites:

Instructor consent required

Credits:

6.00

Description:

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

- **GVT-938 Summer Campaign Lab**

Prerequisites:

Instructor Consent Required

Credits:

3.00

Description:

This two-week, intensive class will combine in-depth training on building and running a successful campaign, with site visits to leading political strategy and non-profit agencies. Students will broaden their network meeting leaders in government, public policy, and non-profits by participating in evening speaker series and networking events. Evening teamwork will culminate in a final campaign plan to be presented on the final day of the program.

- **GVT-957 Thesis Research & Writing**

Prerequisites:

GVT 907

Credits:

6.00

Description:

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

- **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.



2017-2018 Archived Catalog Information

MS in Crime & Justice Studies/MS in Mental Health Counseling

The 84-credit dual Master of Science in Crime & Justice Studies/Master of Science in Mental Health Counseling (MSCJS/MSMHC) program consists of 26 courses; eight in the Crime & Justice Studies Program (MSCJS) and 18 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 and administration 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 dual 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 Dual Degree](#)
- [Crime & Justice Studies Courses](#)
- [Counseling Courses](#)

Crime & Justice Studies Courses: 8 courses, 24 credits

Core Requirements (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:

- **CJ-685 Seminar in Corrections**

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 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 are 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:

Occasional

- **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 course 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:

- **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. 3.0 GPA.

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 Spring Term

• CJ-787 Internship in Crime & Justice Studies II

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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

Mental Health Counseling Courses: 18 courses, 60 credits

Core Requirements (5 courses, 15 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.

- **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-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.

Counseling Requirements (8 courses, 30 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**

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**

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.

Special Treatment Issue Requirement (1 course, 3 credits)

Choose one of the following:

- **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.

Note: Other option may be taken as an elective.

Electives (4 courses, 12 credits)

Choose four of the following:

- **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-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-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.

- **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

(Coursework in related disciplines may be elected subject to approval of the program director.)

Practicum & Internship

It is during the Counseling Skills Laboratory 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 Internship 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 "B" (3.0) or higher. After two failed attempts to satisfactorily complete the clinical practicum and/or internship, students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.



2017-2018 Archived Catalog Information

MS in Crime & Justice Studies/MS in Mental Health Counseling

The 84-credit dual Master of Science in Crime & Justice Studies/Master of Science in Mental Health Counseling (MSCJS/MSMHC) program consists of 26 courses; eight in the Crime & Justice Studies Program (MSCJS) and 18 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 and administration 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 dual 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 Dual Degree](#)
- [Crime & Justice Studies Courses](#)
- [Counseling 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-685 Seminar in Corrections**

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 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 are 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:

Occasional

- **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-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-731 Youth Programming**

Credits:

3.00

Description:

This course 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-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. 3.0 GPA.

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 Spring Term

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

Prerequisites:

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

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



2017-2018 Archived Catalog Information

MS in Crime & Justice Studies/MS in Mental Health Counseling

The 84-credit dual Master of Science in Crime & Justice Studies/Master of Science in Mental Health Counseling (MSCJS/MSMHC) program consists of 26 courses; eight in the Crime & Justice Studies Program (MSCJS) and 18 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 and administration 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 dual 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 Dual Degree](#)
- [Crime & Justice Studies Courses](#)
- [Counseling Courses](#)

- **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**

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**

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 Higher Education Program

- **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.



2017-2018 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique dual degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the topic matters necessary to sit for the CPA exam, the FRM exam, and the level-one CFA exam in Massachusetts.

As a graduate, you'll be well-prepared for a career in accounting areas such as public accounting, corporate or not-for-profit controllership, as well as finance areas such as corporate finance, risk management, or investments.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA/MSF Curriculum

19-25 Courses

53-71 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Management Preparation Courses (12 credits)

May be waived. Must be taken or waived prior to enrolling in finance core courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

• MBA-650 Value Based Financial Management

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

• MBA-720 Collaborate (Ethics, Teams, & Project Management)

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

• ACCT-800 Graduate Financial Accounting I

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

• 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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (21 credits)

If course is "must substitute," select an elective following the rules outlined in the Elective Courses section of this document.

• 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

• 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

• 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

- **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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

• TAX-801 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.

Term:

Offered Both Fall and Spring

MSF Core Courses (15 credits)

*ACCT 824 may be substituted for FIN 800 with MSF Program Director Approval. MSF core courses must be taken on campus unless permission to take online granted by Academic Program Director.

• FIN-800 Financial Statement Analysis and Valuation

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

• **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

Elective Courses (9 credits)

If your program allows you only three electives they must be approved MSF electives, taken on campus unless permission to take online granted by Academic Program Director. If you received any “must substitute” under the MSA Core Courses section of this document, your fourth elective must be an ACCT course, your fifth elective must be a TAX course, and your sixth elective must be an approved International Business course.

Capstone Courses (6 credits)

Courses should be taken as late in the program as possible.

• **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

• 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



2017-2018 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique dual degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the topic matters necessary to sit for the CPA exam, the FRM exam, and the level-one CFA exam in Massachusetts.

As a graduate, you'll be well-prepared for a career in accounting areas such as public accounting, corporate or not-for-profit controllership, as well as finance areas such as corporate finance, risk management, or investments.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, students are assigned an academic advisor from both the Accounting and Finance Departments. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives.

The MSA or MSF Programs Office is also available to respond to any questions or concerns. The MSA Programs Office may be reached at 617-573-8044 or msa@suffolk.edu. The MSF Programs Office may be reached at 617-573-8641 or msf@suffolk.edu.



2017-2018 Archived Catalog Information

MSA/MSF

Suffolk's MSA/MSF is a unique dual degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the topic matters necessary to sit for the CPA exam, the FRM exam, and the level-one CFA exam in Massachusetts.

As a graduate, you'll be well-prepared for a career in accounting areas such as public accounting, corporate or not-for-profit controllership, as well as finance areas such as corporate finance, risk management, or investments.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) program; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Management Preparation Courses may be waived with credit. MSA Preparation Courses may be waived with credit. MSA 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) and provide official transcripts (with English translations, if applicable). To waive an MSA 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) and provide official transcripts (with English translations, if applicable).

All MSA/MSF students must complete a minimum of 53 credits (17 courses, SBS 700, and FIN 601) 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, MSA Core Courses or MSF Core Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits of Elective, MSA Core, or MSF Core Courses may be considered for transfer.



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MSA/MST

The MSA/MST dual 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 in-depth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the CPA Exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

MSA/MST Curriculum

19-25 Courses

55-73 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

Management Preparation Courses (12 credits)

May be waived.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

MSA Preparation Courses (6 credits)

May be waived.

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

MSA Core Courses (18 credits)

If course is "waived must substitute" select an elective following the rules outlined in the Elective Course Section.

• 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

• 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

• 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

• 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

- **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

- **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

MST Core Courses (18 credits)

If course is "must substitute" select an elective following the rules outlined in the Elective Courses Section.

- **TAX-801 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.

Term:

Offered Both Fall and Spring

- **TAX-861 Tax Research**

Credits:

3.00

Description:

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

Term:

Offered Fall Term

- **TAX-862 Taxation of Corporations**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

- **TAX-863 Taxation of Pass-Through Entities**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-864 Tax Practice and Procedures**

Prerequisites:

TAX-801 or approval of the MST Director

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:

Summer

- **TAX-871 Taxation of Estates, Trusts and Gifts**

Prerequisites:

TAX-801 or approval of the MST Director

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 Fall Term

Electives (12 credits)

Your first elective must be an ACCT course, your second elective must be a TAX course, and your third elective must be an approved International Business course. For your fourth elective or if you received any "must substitute" under the MSA or MST Core Courses sections of this document, you may choose any electives from either the Approved MSA or MST Elective Lists."

Capstone Courses (6 credits)

Should be taken as late in the program as possible.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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

- **TAX-876 Tax Policy**

Prerequisites:

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

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



2017-2018 Archived Catalog Information

MSA/MST

The MSA/MST dual 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 in-depth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the CPA Exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Upon enrollment, MSA students are assigned a faculty advisor from the Accounting Department. Students are encouraged to discuss their academic interests and career goals with their assigned afaculty advisor, especially when choosing electives.

Students in the MST are assigned Academic Director of the MST Program Professor James Angelini as their academic advisor. He may be reached at jangelini@suffolk.edu or 617-573-8361. Students are encouraged to discuss their academic interests and career goals with Professor Angelini, especially when choosing elective courses.

The MSA and MST Programs Office is also available to respond to any questions or concerns and may be reached at 617-573-8044, msa@suffolk.edu, or mst@suffolk.edu.



2017-2018 Archived Catalog Information

MSA/MST

The MSA/MST dual 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 in-depth knowledge of accounting theory and practice.

The MSA/MST Program provides students with the educational requirements to sit for the CPA Exam.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Waiver Policy

Management Preparation Courses may be waived with credit. MSA Preparation Courses may be waived with credit. MSA Core Courses may be waived with substitution of an elective. MST Core Courses may be waived with substitution of an elective. 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 ("B" or better) and provide official transcripts (with English translations, if applicable). To waive an MSA 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) and provide official transcripts (with English translations, if applicable).

All MSA/MST students must complete a minimum of 55 credits (18 courses and SBS 700) 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, MSA Core Courses or MST Core Courses may

not be transferred if the subject material has changed significantly since completion. A maximum of six credits of Elective, MSA Core, or MST Core Courses may be considered for transfer.



2017-2018 Archived Catalog Information

MSBA/MSA

MSBA/MSA

Suffolk's MSBA/MSA is a unique dual degree program that prepares you for rewarding careers in accounting and business analytics. Complementing your accounting education with a business analytics skillset will teach you how to make high-level, data-driven decisions which will help you create value for businesses by using statistical and operations analyses.

Beyond this, you'll graduate CPA-ready. That means you'll be automatically eligible and well-prepared to sit for the CPA-exam, regardless of your undergraduate major or professional experience. Over the years, the CPA designation has become the gold standard for accountants across the business spectrum. Becoming a CPA typically leads to increased responsibilities, career opportunities, and financial rewards. Suffolk sets you up for CPA licensure with practical, industry-driven curriculum. And your courses are enhanced with access to Wiley CPAexcel -- a top-rated comprehensive CPA review software.

By completing an additional 7 courses beyond the MSA, the two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

STEM Classification

The MSBA/MSA is a dual program with a STEM (Science, Technology, Engineering and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take a 36 month of Optimal Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Program Length

18-24 courses

52-70 credits

Required Introductory Course* (1 credit)

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

*Must be taken on campus in first semester of program.

Management Preparation Courses* (12 credits)

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

- **MBA-720 Collaborate (Ethics, Teams, & Project Management)**

Credits:

3.00

Description:

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

*May be waived.

MSA Preparation Courses* (6 credits)

- **ACCT-800 Graduate Financial Accounting I**

Credits:

3.00

Description:

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current financial statement presentations. Financial ratio analysis and time value of money techniques will be integral to this learning experience. For MSA, GDPA, & MST Students this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

- **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. For MSA, GDPA, & MST Students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640 which is why it should be taken after completing or waiving MBA 640.

Term:

Offered Both Fall and Spring

*May be waived.

MSA Core Courses (21 credits)

If a course is "must substitute" select an elective from the approved MSA electives list.

- **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

- **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

• **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

• **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

• **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.

Term:

Offered Both Fall and Spring

Type:

MBA International Business

• **BLLS-800 Business Law**

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 and international dimensions.

Term:

Offered Both Fall and Spring

- **TAX-801 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.

Term:

Offered Both Fall and Spring

Business Analytics Core Courses (15 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be either ISOM 840 or ISOM 845, your second elective can be ISOM 840 or ISOM 845, your third, fourth, or fifth elective are limited to ISOM 851, ISOM 861, ISOM 910 or ISOM 920 with Academic Program Director approval only.

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

• ISOM-825 Enterprise Data Management

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-827 Data Warehouse and Business Intelligence

Prerequisites:

Take ISOM-815

Credits:

3.00

Description:

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse

and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

- **ISOM-835 Predictive Analytics**

Credits:

3.00

Description:

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

Elective Courses

If your program allows you only three electives, they must be approved MSBA electives, taken on campus unless permission to take online granted by Academic Program Director. If a concentration is declared, these electives must be in the same concentration. If you received a "must substitute" under the MSA Core Courses, your fourth elective must be an ACCT course, your fifth elective must be a TAX course, and your sixth elective must be an approved International Business course from the approved MSA electives lists.

Capstone Courses (6 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

- **ACCT-861 Leadership in the Financial Professions**

Prerequisites:

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) 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:

- **ISOM-837 Data Mining and Business Insights**

Prerequisites:

Take ISOM-835

Credits:

3.00

Description:

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.



2017-2018 Archived Catalog Information

MSBA/MSA

MSBA/MSA

Suffolk's MSBA/MSA is a unique dual degree program that prepares you for rewarding careers in accounting and business analytics. Complementing your accounting education with a business analytics skillset will teach you how to make high-level, data-driven decisions which will help you create value for businesses by using statistical and operations analyses.

Beyond this, you'll graduate CPA-ready. That means you'll be automatically eligible and well-prepared to sit for the CPA-exam, regardless of your undergraduate major or professional experience. Over the years, the CPA designation has become the gold standard for accountants across the business spectrum. Becoming a CPA typically leads to increased responsibilities, career opportunities, and financial rewards. Suffolk sets you up for CPA licensure with practical, industry-driven curriculum. And your courses are enhanced with access to Wiley CPAexcel -- a top-rated comprehensive CPA review software.

By completing an additional 7 courses beyond the MSA, the two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

STEM Classification

The MSBA/MSA is a dual program with a STEM (Science, Technology, Engineering and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take a 36 month of Optimal Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs Advisor. Upon enrollment, students in the MSBA/MSA are assigned a faculty advisor from the Accounting and Information Systems and Operations Management Departments. Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisor especially when choosing elective courses.



2017-2018 Archived Catalog Information

MSBA/MSA

MSBA/MSA

Suffolk's MSBA/MSA is a unique dual degree program that prepares you for rewarding careers in accounting and business analytics. Complementing your accounting education with a business analytics skillset will teach you how to make high-level, data-driven decisions which will help you create value for businesses by using statistical and operations analyses.

Beyond this, you'll graduate CPA-ready. That means you'll be automatically eligible and well-prepared to sit for the CPA-exam, regardless of your undergraduate major or professional experience. Over the years, the CPA designation has become the gold standard for accountants across the business spectrum. Becoming a CPA typically leads to increased responsibilities, career opportunities, and financial rewards. Suffolk sets you up for CPA licensure with practical, industry-driven curriculum. And your courses are enhanced with access to Wiley CPAexcel -- a top-rated comprehensive CPA review software.

By completing an additional 7 courses beyond the MSA, the two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

STEM Classification

The MSBA/MSA is a dual program with a STEM (Science, Technology, Engineering and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take a 36 month of Optimal Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

MSA Management Preparation and preparation courses may be waived. MSA core courses may need to be substituted with approved electives.

To waive a management preparation courses a student must successfully complete equivalent coursework at the undergraduate/graduate level in the seven years prior to the MSBA/MSA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable). Exception: ACCT 800 will only be waived if a student has completed prior coursework at a U.S. university.

To waive an MSA 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).

MSA and Business Analytics courses may be waived but credits must be substituted with an approved elective. For MSA and MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the five years prior to MSBA/MSA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MSBA/MSA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or North Campus with prior arrangements.

All MSBA/MSA students must complete a minimum of 52 credits (17 courses and SBS 700) 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 have been taken within five years prior to entering the Suffolk MSBA/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.



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MSBA/MSF

MSBA/MSF

The MSBA/MSF presents a unique opportunity for students to differentiate in themselves in the marketplace. Students will learn key skills within data management and data modeling that can be applied directly to the practices of financial modeling and enterprise valuation. These skills are fundamental to the topics of financial risk management and financial investment. The business analytics skillset will teach students how to make high-level, data driven decisions that create value for businesses.

Beyond this, the MSF program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is a Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analysts or Financial Risk Manager).

By completing an additional 7 courses beyond the MSF, two masters' degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

STEM Classification

The MSBA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36 month of Optional Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Program Length

20-24 months
56-68 credits

Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 credits)

Must be taken or waived prior to enrolling in finance core courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Finance Core Courses (15 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

• 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

• 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

Business Analytics Core Courses (15 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be ISOM 845, your second, third,

fourth, or fifth electives are limited to ISOM 801, ISOM 861, ISOM 910, or ISOM 920 with Academic Program Director Approval only.

- **ISOM-801 Solving Business Problems Using Advanced Excel**

Credits:

3.00

Description:

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

Term:

Offered Both Fall and Spring

- **ISOM-821 Data Management and Modeling**

Prerequisites:

This course was formerly ISOM-815

Credits:

3.00

Description:

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

Term:

Offered Fall Term

- **ISOM-825 Enterprise Data Management**

Credits:

3.00

Description:

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. 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 are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

Term:

Offered Spring Term

• ISOM-827 Data Warehouse and Business Intelligence

Prerequisites:

Take ISOM-815

Credits:

3.00

Description:

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

• ISOM-835 Predictive Analytics

Credits:

3.00

Description:

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre-processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

Including the following two required elective courses, an additional 6 credits must be from the approved Business Analytics electives list and 6 credits from the approved Finance list. Courses must be taken on campus unless permission to take online is granted by Academic Program Director.

If you received a "must substitute for ISOM 840, you must have the substitute elective course approved by your Academic Program Director.

Required Electives (6 credits)

- **ISOM-840 Security and Privacy**

Credits:

3.00

Description:

Introduces 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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

Finance/Business Analytics Capstone Courses (6 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

- **ISOM-837 Data Mining and Business Insights**

Prerequisites:

Take ISOM-835

Credits:

3.00

Description:

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

- **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



2017-2018 Archived Catalog Information

MSBA/MSF

MSBA/MSF

The MSBA/MSF presents a unique opportunity for students to differentiate in themselves in the marketplace. Students will learn key skills within data management and data modeling that can be applied directly to the practices of financial modeling and enterprise valuation. These skills are fundamental to the topics of financial risk management and financial investment. The business analytics skillset will teach students how to make high-level, data driven decisions that create value for businesses.

Beyond this, the MSF program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is a Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analysts or Financial Risk Manager).

By completing an additional 7 courses beyond the MSF, two masters' degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

STEM Classification

The MSBA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 36 month of Optional Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs Advisor. Upon enrollment, students in the MSBA/MSF program are assigned a faculty advisor from the Finance and Information Systems and Operations Management Departments. Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisor especially when choosing elective courses.



2017-2018 Archived Catalog Information

MSBA/MSF

MSBA/MSF

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- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer](#)

Waiver Policy

Required prerequisite courses may be waived. To waive an MSF prerequisite course a student must successfully complete equivalent coursework at the undergraduate/graduate level in the seven years prior to the MSBA/MSF matriculation ("B" or better) and provide official transcripts (with English translations, if applicable). Exception: ACCT 800 will only be waived if a student has completed prior coursework at a U.S. university.

Business Analytics core courses may be waived but credits must be substituted with an approved elective. For MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to the MSBA/MSF matriculation ("B" or better) and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MSBA/MSF Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus or North Campus with prior arrangements.

All MSBA/MSF students must complete a minimum of 56 credits (18 courses and SBS 700 and FIN 601) in the Sawyer Business School.

Transfer Credit Policy

Any candidates 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 have been taken within the five years prior to entering the Suffolk MSBA/MSF program. However, at the discretion of the MSF program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six credits may be considered for a transfer.



2017-2018 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.

Since the MSF Program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates seeking a career in the finance industry in general.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) designated; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [Curriculum](#)
- [Advising](#)
- [Waiver/Transfer Policy](#)

Curriculum

12-15 Courses (MSF Portion Only)

32-41 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 Courses (2 credits)

Must be taken on campus in first semester of program.

- **SBS-700 You As a Leader: Effective Career Planning**

Credits:

1.00

Description:

SBS 700 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 700 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 700, 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.

- **FIN-601 Introduction to Statistics, Accounting, & Finance Intensive**

Prerequisites:

MSF and MSFSB students only;

Credits:

1.00

Description:

This is a two-day long, boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

Required Prerequisite Courses (12 Credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- **SBS-603 Managerial Economics**

Credits:

3.00

Description:

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- **SBS-604 Data Analytics**

Credits:

3.00

Description:

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- **MBA-640 Corporate Financial Reporting and Control**

Credits:

3.00

Description:

This course deals with 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. It develops skill in using 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. This course also contains an experiential component by offering guided inquiry and real company cases.

- **MBA-650 Value Based Financial Management**

Prerequisites:

1 course from each of the following groups: MBA 615 OR SBS 603 OR MBA 630 MBA 640 OR ACCT 800 These courses must be taken prior to MBA 650 1 course from the following group: MBA 625 OR SBS 604 OR MBA 622 These courses may be taken prior to or concurrently with MBA 650

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

Elective Prerequisite Course (3 Credits)

May be taken at any point in program.

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

Credits:

3.00

Description:

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Finance Core Courses (15 Credits)

*Note: Must be taken on campus unless permission to take online granted by Academic Program Director.

- **FIN-800 Financial Statement Analysis and Valuation**

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

- **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

- **FIN-810 Investment Analysis**

Prerequisites:

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

- **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

- **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

Concentration Descriptions and Applicable Elective Courses (12 credits)

Choose between two and four elective courses (depending on waiver status). If four electives are required for your program, and a concentration is declared, three must be in one particular concentration area. You may not declare an elective concentration if fewer than four electives are required. Must be taken on campus, within Sawyer Business School, 800 or above, unless permission to take online is granted by Academic Program Director.

• SBS-920 Graduate Internship

Prerequisites:

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

Credits:

0.00

Description:

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

*Students wishing to take SBS 920 for as an elective in the MSF program must consult with the MSF advisor on how to be considered for this option.

• MBA-740 Immerse- Travel Seminar

Prerequisites:

Please email Hillary Sabbagh at hsabbagh@suffolk.edu to register for a travel seminar.

Credits:

3.00

Description:

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Type:

GRAD Travel Seminar

*London Financial Services Travel Seminar is the only travel seminar approved as an MSF elective. Any other travel seminar requires MSF Academic Program Director approval.

Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

- **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

- **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

- **FIN-825 International Finance**

Prerequisites:

MBA-650

Credits:

3.00

Description:

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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **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:

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Risk Management Concentration

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

- **FIN-816 Risk Management in Banking and Finance**

Prerequisites:

Take MBA-650;

Credits:

3.00

Description:

The course introduces students to the structure and management of international financial-services firms and 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. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

Term:

Offered Both Fall and Spring

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications

ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

• 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

• FIN-920 MBA Graduate Internship

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

*Note: Students who choose the Risk management Elective Concentration must take FIN 816 & FIN 882 as part of their program.

Investments Concentration

Investments will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Recognition Program.

• 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

- **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

- **FIN-841 Financial Forecasting**

Prerequisites:

FIN-818

Credits:

3.00

Description:

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major

economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

- **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

- **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

- **FIN-881 Real Estate Finance**

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

- **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

- **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

- **FIN-885 Enterprise Risk Management**

Prerequisites:

MBA-650

Credits:

3.00

Description:

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

- **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

- **FIN-890 Risk Assessment and Simulation**

Prerequisites:

Take MBA-650

Credits:

3.00

Description:

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

- **FIN-895 MSF Thesis**

Credits:

3.00

Description:

MSF Thesis work

- **FIN-900 Special Topics in Finance**

Prerequisites:

MBA 650

Credits:

3.00

Description:

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

- **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

- **FIN-920 MBA Graduate Internship**

Prerequisites:

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

Credits:

3.00

Description:

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

- **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



2017-2018 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.

Since the MSF Program is a member of the CFA Institute's University Recognition Program, and is the only program in Boston that is Financial Risk Management (FRM) certified by the Global Association of Risk Professionals, it is ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates seeking a career in the finance industry in general.

STEM Classification

The MSF programs are STEM (Science, Technology, Engineering, and Mathematics) designated; CIP Code: 52. 1301. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security has allowed students graduating from STEM programs to take 30 months of Operational Practical Training (OPT) period (a 24 month extension beyond traditional OPT periods) since March 2016.

- [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.

Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached at 617-573-8641 or msf@suffolk.edu.

Students admitted to the MSF/JD program will also be assigned to a law faculty advisor. Students must confer with advisors from both schools to ensure the successful completion of their dual degree requirements as outlined by each school (Sawyer Business School and Law School).



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Waiver Policy

Required prerequisite courses and elective prerequisite courses 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 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) and provide official transcripts (with English translations, if applicable).

All MSF/JD students must complete a minimum of 32 credits (10 courses, SBS 700, and FIN 601) 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.