Preface

This Catalog presents the offerings and requirements 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.

Suffolk University
College of Arts and Sciences
Sawyer Business School
Graduate Catalog

Statement of Non-Discrimination

Suffolk University does not discriminate on the basis of race, color, national origin, religion, sex, age, disability, sexual orientation, gender identity, gender expression, Vietnam–era or disabled–veteran status in its employment, admission policies, or in the administration or operation of, or access to, its academic and non–academic programs and policies. It does not discriminate on the basis of disability in violation of Section 504 of the Rehabilitation Act of 1973. Inquiries regarding disabilities and Section 504 of the Rehabilitation Act of 1973 may be directed to the appropriate coordinator below:

Students and applicants in College of Arts and Sciences and Sawyer Business School – Dean of Students, 73 Tremont Street, 12th Floor, (617) 573–8239, TDD 557–4875.

Faculty and faculty applicants in College of Arts and Sciences – Dean of the College, Donahue 134, (617) 573–8265.

Faculty and faculty applicants in Sawyer Business School – Dean of the Sawyer Business School, 73 Tremont Street, 12th Floor, (617) 573–8300.

Other employees and applicants for employment – Director of Human Resources, 73 Tremont Street, 5th Floor, (617) 573–8415.

Inquiries regarding Title IX and other federal and state non–discrimination legislation may be directed to the Director of Human Resources, 73 Tremont Street, 5th Floor, (617) 573–8415.

General Information

This section of the 2010–2011 Suffolk University Graduate Catalog provides general information for all graduate students of Suffolk University.

University Profile

UNIVERSITY PROFILE

This section of the Suffolk University Graduate Catalog provides a profile of the university.

CAS Degrees
College of Arts and Sciences


Post-Baccalaureate Program in Radiation Therapy


Graduate Certificate in Global Human Resources

Graduate Certificate in Human Resources

Graduate Certificate in Instructional Design

Graduate Certificate in Organizational Learning

Post Master’s Programs:
Certificate of Advanced Graduate Study
  - College Admission Counseling
  - Leadership
  - Mental Health Counseling
  - School Counseling
  - Professional Politics

SBS Degrees

Sawyer Business School


Certificates: Accounting Certificates


Postgraduate: Advanced Professional Certificate of Advanced Study in Public Administration
Advanced Professional Certificate of Advanced Study in Business Administration

Certificate Program for Advanced Study in Finance

Graduate Diploma in Professional Accounting

Advanced Certificate in Taxation

Certificate in Financial Planning

Accreditation

Suffolk University is accredited by the New England Association of Schools and Colleges; AACSB
International – The Association to Advance Collegiate Schools of Business; the American Bar Association; the American Chemical Society; the American Psychological Association; National Association of Schools of Public Affairs and Administration and the Association of American Law Schools. Specified programs in Education have been approved by the State Department of Education for inclusion in the reciprocity privileges of the Interstate Certification Compact. The University Counseling Center is accredited by the International Association of Counseling Centers. The Post-Baccalaureate Program in Radiation Therapy is accredited by the Joint Review Committee on Education in Radiologic Technology. The Bachelor of Science in Engineering with a Concentration in Electrical Engineering* is accredited by the Engineering Accreditation Commission of ABET, Inc., 111 Market Place, Suite 1050, Baltimore, MD 21202–4012, telephone: (410)347–7700. The New England School of Art & Design at Suffolk University is an accredited institutional member of the National Association of Schools of Art and Design. The Master of Arts and Bachelor of Fine Arts programs in Interior Design are accredited as professional-level programs by the Council for Interior Design Accreditation.

*Also referred to in this catalog as the B.S.E. in Electrical Engineering.

Students

**Students**

5,908 Undergraduate

1,962 Graduate

4,398 College of Arts and Sciences

3,472 Sawyer Business School

1,723 Law School

9,266 Total students (degree)

297 Other (non-degree)

2,247 Degrees conferred annually

865 International students from 103 countries

**Faculty/Staff**

91% hold Ph.D. degrees

1:13 Faculty/student ratio (CAS/SBS)

1:11 Faculty/student ratio (Law School)

**Facilities**
15 buildings located on Beacon Hill in the heart of downtown Boston

40-acre Robert S. Friedman Field Station at Cobscook Bay, Maine

462-bed Residence Hall at 150 Tremont Street

345-bed Nathan R. Miller Residence Hall at 10 Somerset Street

274-bed Residence Hall at 10 West Street

**Campuses**

Madrid, Spain

Dakar, Senegal

**Affiliations**

Cape Cod Community College

Dean College

Merrimack College

**Institutes and Research Centers**

**Institutes and Research Centers**

John Joseph Moakley Archive and Institute on Public Policy and Political History

Beacon Hill Institute

E.F. McDonnell International Business Institute

Center for Teaching Excellence

Center for International Education

Center for Public Management

Center for Entrepreneurial Studies

Center for Innovation and Change Leadership

Institute for Executive Education

Center for Global Business Ethics and Law

Center for Advanced Legal Studies

Center for Crime and Justice Policy Research
Suffolk University Graduate Catalog for the College of Arts and Sciences and the Sawyer Business School

Barbara and Richard M. Rosenberg Institute for East Asian Studies
Sagan Energy Research Laboratory
R.S. Friedman Field Station
Center for Restorative Justice
Center for Women’s Health and Human Rights
Juvenile Justice Center
Poetry Center
Suffolk University Political Research Center
Jerome Lyle Rappaport Center

The Arts
The Adams Gallery
NESADSU Gallery
C. Walsh Theatre

Libraries
John Joseph Moakley Law Library
Mildred F. Sawyer Library (also serving Madrid and Dakar)
New England School of Art & Design at Suffolk University Library

Special Collections
Collection of African-American Literature
John Joseph Moakley Archive and Institute
Zieman Poetry Collection

History, Mission, and Diversity Statement

SUFFOLK UNIVERSITY

History

Founded to overcome barriers of income and discrimination, Suffolk University has a proud history of enabling its students to become honored members of the academic community, the business
world, the professions of accounting, public service, health, law and the judiciary. In 1906, Gleason L. Archer founded Suffolk Law School to make knowledge of the law available to those denied access to a legal education by virtue of social class, religion or income. Archer had come to Boston from rural Maine to study law. He subsequently sought to provide an opportunity for other working students to study law. The response was enthusiastic, eventually prompting him to initiate other programs.

The College of Arts and Sciences, founded in 1934, was one of the first institutions of higher education in New England at which a student could earn a Bachelor of Arts degree entirely through evening study. The study of sciences was strengthened after the Second World War. There are now eighteen academic departments in the College of Arts and Sciences offering over fifty programs of specialized study including the New England School of Art & Design at Suffolk University. NESADSU was established in March 1996, by joining the New England School of Art & Design and Suffolk University.

The Sawyer Business School was established in 1937 to provide management education to working students in a part-time format. The Sawyer Business School is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) and AACSB International – The Association to Advance Collegiate Schools of Business.

The Business School bears the name of Frank Sawyer, a man who is the quintessential example of creative American entrepreneurship. Armed with his intelligence, remarkable business instincts and the highest ethical principles, Frank Sawyer built a corporate empire that today stretches across the world. These qualities, and the ideals for which they stand, are embedded in the Business School’s mission to advance global, accessible, lifelong learning.

Emphasizing pragmatic management education for preprofessional and working students, the School enrolls over 3,000 undergraduate and graduate students. The Business School has attracted a diverse faculty committed to excellence in teaching and research. Unique to higher education, Business School faculty teach both undergraduate and graduate students. Over eighty individuals serve as adjunct faculty members. They, along with the Business School’s Advisory Councils, provide a strong link with professional practitioners in all levels of business and government.

In recent decades, Suffolk University has continually updated and expanded its curriculum and buildings to fulfill its commitment to respond to the changing needs of its students and to new developments in various fields of study.

### Suffolk University Mission Statement

Suffolk University is a private, comprehensive, urban university located on historic Beacon Hill in Boston, with three other Massachusetts locations and international campuses in Madrid, Spain, and Dakar, Senegal. Suffolk University’s mission is to provide quality education at a reasonable cost for students of all ages and backgrounds with strong emphasis on diversity. The University is committed to educating students to become lifelong learners, as well as professionals who lead and serve the communities in which they live and work. The University seeks to prepare students to live in a diverse, global society, appreciating the richness of various cultures.

The University accomplishes its mission by providing educational opportunities through undergraduate study, graduate study, and professional training. Suffolk University is a teaching University, where research and scholarship are interrelated with the unique character of each academic discipline. It does so by means of courses that provide theoretical, experiential, and
practical dimensions. The University supports and encourages diversity in a challenging, supportive environment for motivated and capable students from various backgrounds and cultures.

UNIVERSITY GOALS

In order to respond to the above mission statement, Suffolk University has formulated the following goals, toward which are directed the efforts of all divisions of the University.

- Community and Communication: Work to strengthen the University's commitment to a genuine community of student and faculty learners, mutually supportive and mutually respectful. Improve communication, collaboration, and a sense of shared vision across the university.
- Diversity: Develop a campus that reflects the cultural pluralism of the United States and world societies in its students and personnel demographics, its curricula, and its co-curricular programs. Treat diversity among campus members and the attainment of broad cultural awareness as essential to strengthening educational excellence at the University.
- Quality: Provide relevant, high quality education and personalized instruction that is responsive to the needs of the University’s various constituencies, while upholding the institution's academic standards.
- Image: Continue to strengthen the University’s external image and visibility to reflect its substantive achievements in quality (of teaching, learning, and scholarship) and in a variety (of programs, curricula, enrollment, and University personnel). Broaden the external image of the University so that it is recognized for its quality, programs, its personal attention to its students’ needs, and its cultural diversity.
- Financial: Assure ongoing financial stability by reducing the University’s dependency on tuition revenues, while stabilizing and increasing enrollment in appropriate areas and developing non-tuition sources.
- Facilities: Improve and expand University facilities required to support continued, enhanced education, quality and diversity, with a comprehensive vision that reflects the needs of all the University’s academic units and constituencies.

Diversity Policy Statement

Suffolk University has given a high priority to creating a truly multicultural, multiracial, gender-balanced community receptive to cultural diversity. The future vitality of Suffolk and other urban universities depends on their ability to be responsive to and provide a welcoming climate for people of many cultures.

As part of Suffolk's efforts to reach this goal, the University strives to create and actively promote a welcoming and supportive environment in order to recruit, hire, retain and support a culturally diverse faculty and staff. University policies and procedures concerning faculty and employees' development are structured to encourage such diversity. Likewise, the University strives to actively recruit and retain a widely diverse student body. Faculty and employees are encouraged to actively promote such diversity and to foster a welcoming environment for all.

The University is also committed to creating and maintaining educational curricula in each of its schools that incorporate the values of a multicultural and diverse community and that reflect the pluralism of the United States and the world society. This commitment is congruent with the University’s stated mission to prepare and educate men and women to be future leaders and
citizens who can function effectively in an evolving, pluralistic and increasing diverse society.

The University further seeks to ensure that student support services, academic support services and co-curricular programs at Suffolk University are sufficiently diverse to meet the needs of a multicultural student body. Alumni activities and community networks will also be utilized to promote the goals of diversity.

Tuition and Fees

Graduate Program Tuition and Fees

For all current tuition rates and fees, visit www.suffolk.edu/bursar.

Financial Information

Tuition

- Tuition charges are based on the number of credits registered and the program in which the student is enrolled.
- Graduate students registered for courses outside their academic program always pay their program rate rather than the program rate of the courses they are taking. The only exception is for the MSF and Executive MBA programs. Any student taking classes in these programs will pay the increased rate.

Full-Time Course Load

- Full-time status consists of 12 credit hours per semester in the College of Arts and Sciences* and 12–15 credit hours per semester in the Sawyer Business School.
- Credits exceeding this limit are charged based on the excess credit rate.
- Any student taking 11 credits or less will be charged per credit hour.

*In the College of Arts and Sciences, full-time status consists of 12 credit hours. Some specific programs require nine credits for full-time status. Please consult the appropriate sections of this catalog for more details.

Financial Aid

- Students registered for six credits or more, and enrolled in a degree program, are eligible for financial aid.
- Students receiving tuition assistance from their employer should review our policies at www.suffolk.edu/bursar.
- Students eligible for VA benefits should contact the Veterans Administration prior to registration to determine their benefits.

For additional financial aid information, questions, or to schedule an appointment with a financial aid counselor, please contact the Office of Student Financial Services at 617–573–8470.

Tuition Liability

Financial liability will be based upon the date on which the withdrawal, leave of absence, or
drop is received.

- All leave of absence and withdrawals are processed by the Office of Student Affairs.
- All drops are processed by the Office of the Registrar.

Please refer to [www.suffolk.edu/bursar](http://www.suffolk.edu/bursar) for withdrawal dates and tuition liability.

- For special short courses, workshops, and institutes, consult the Office of the Bursar in regards to the refund policy.
- Non-attendance does not constitute official withdrawal or dropping of a course.
- Tuition is not refunded after the fourth week of class. Reasonable collection costs, including attorney fees, will be assessed to delinquent accounts.
- All tuition charges are subject to change by action of the Board of Trustees. Any such change may be made applicable to students already enrolled in the University.

### Tuition Insurance Plan

To supplement Suffolk University’s refund policy, we offer the Tuition Refund Plan through AWG Dewar, Inc. This plan enhances the University’s refund schedule and provides more generous refunds. If a student withdraws due to personal physical illness or accident, this plan will return 100 percent of insured tuition and fees. Sixty percent of insured tuition and fees will be refunded if a withdrawal results from a medical psychological illness. Please contact Dewar directly at 617-774-1555 or [www.collegerefund.com](http://www.collegerefund.com) for more information or to apply.

### Health Insurance

Massachusetts state law requires all students enrolled in nine or more credits per semester have adequate health insurance coverage. Failure to notify the Office of Health and Wellness Services of comparable insurance coverage with the appropriate online waiver will automatically result in your enrollment into the University plan; you will be charged accordingly. Please visit the Office of Health and Wellness Services online at [www.suffolk.edu/health](http://www.suffolk.edu/health) for all information regarding health insurance, including the waiver form.

### Payment Terms

#### Fall Semester

Priority registration for the Fall Semester occurs during the Spring Semester. Students are billed in July with a tuition due date of August 1. Pending financial aid will appear on your invoice and has been deducted from your balance. Students can choose one of three payment options:

- Payment in full, to the Office of the Bursar by August 1.
- Payment of half of your invoice balance by August 1. The remaining balance will be due on November 1 and will include a $50 deferred payment fee.
- Payment through the Suffolk University Ten–Month Payment Plan with Tuition Management Systems (TMS). A valid contract must be negotiated with TMS. Payments begin in July. Contact the Office of the Bursar for more information, or visit [www.afford.com/suffolk](http://www.afford.com/suffolk) to apply.

Suffolk University reserves the right to require payment in full on any account that has been previously delinquent.
Spring Semester

Priority registration for the Spring Semester occurs during the Fall Semester. Students are billed in November with a due date of December 15. Pending financial aid will appear on your invoice and has been deducted from your balance. Students can choose one of three payment options:

- Payment in full, to the Office of the Bursar by December 15.
- Payment of half of your invoice balance by December 15. The remaining balance will be due on March 15 and will include a $50 deferred payment fee.
- Payment through the TMS Monthly Payment Plan. If you are applying for a TMS payment plan for the Spring Semester, it is a five-month payment plan beginning December 1.

Please note – your financial aid award will not appear on your invoice if your registration credits and approved financial aid credits do not match. Students must be enrolled in the correct number of credits to receive financial aid awards.

Schedule Cancellation

At the discretion of Suffolk University, a student’s schedule will be cancelled if satisfactory financial arrangements have not been met between the student and the Office of the Bursar.

Method of Payment

While cash payments are not accepted, the following methods are:

- Personal checks
- Money Orders
- Bank Checks
- Travelers Checks
- Wire Transfers

Please be advised: All checks processed by Suffolk University are subject to electronic check conversion.

Suffolk University offers an ACH secure check payment option via our website at www.suffolk.edu/bursar. Choose 'Make a Payment' located in the menu to the right.

Funds may be wired to Suffolk University using the following information for Citizens Bank:

- Account Number: 1105064708
- ABA Number: 011–500–120
- Swift Number: CTZIUS33

Please be sure to reference your student’s name and ID number on all wire transfers.

University Policy on Overdue Accounts

According to University policy, official transcripts or applications for degrees will not be processed until all financial obligations to Suffolk University are satisfied. In addition, future registrations will not be processed. Reasonable collection costs, including attorney fees, will be added to
delinquent accounts.

**Summer Sessions**

- Summer sessions are charged per credit hour.
- Student activity fees are not charged during summer sessions.

Please visit [www.suffolk.edu/bursar](http://www.suffolk.edu/bursar) for more information.

**Loans**

- Students who plan to use educational loans for their college costs are urged to submit their applications to the Office of Student Financial Services early enough to meet the specified tuition due dates.
- Funds NOT received by the due dates will be assessed a $50 deferred payment fee.
- Please note: Financial aid or loan applications presented at registration will not be accepted in lieu of payment.
- If the necessary paperwork is not complete with the Office of Student Financial Services, please be prepared to pay 50 percent of your anticipated tuition charges.

Please note: Full semester charges will be deducted from the disbursement of all educational loans.

Students who have pre-registered for an upcoming semester:

- Educational loans that have been processed and approved by the Office of Student Financial Services will be listed on your invoice.

Please remember:

- When calculating the amount owed for the semester, loans are disbursed in two installments, one for each semester.
- An origination fee may also be deducted from the loan by the lender.
- You will be notified via email by the Office of the Bursar when your loan proceeds are received.

**Refund Policy**

- Federal loans are refunded 14 days from the first day of class or the date of loan disbursement.
- Financial aid is refunded after the 6th week of classes.
- It is Suffolk University policy to issue refunds only if your account reflects a credit balance.
- Student loan proceeds will not be refunded prior to the first day of class.
- If a credit card has been used as payment, the credit card will be refunded prior to a check being issued. Credit card payments are always refunded back to the original credit card transaction.
- All students enrolled part-time who add additional courses after receiving a refund must make the proper arrangements for payment of this adjustment.

**Office Hours**
Emergency Contact Information

All Suffolk University students are required to submit (or confirm) current emergency contact information each semester and when such information changes. This will ensure that the University has current and accurate information in the unfortunate event of a campus emergency.

In the event of a major emergency or campus shutdown affecting the Suffolk University community, students will automatically receive an emergency communication via voice mail and text messaging through the University’s provider, Connect-Ed, on all of the phone numbers provided by students. For additional information, please go to the University’s web site.

All contact information provided will be used only for the explicit purpose of notification in the event of a campus emergency, including school closings for inclement weather.

It is students’ responsibility to maintain accurate and up-to-date contact information in the system.

Family Rights and Privacy Act

In accordance with the provisions of the Family Education Rights and Privacy Act (Section 438 of the General Education Provisions Act, 20. USC 1232g, commonly referred to as the “Buckley Amendment”), Suffolk University has adopted the following policy to protect the privacy rights of its students:

Disclosure of Information from Records

Suffolk University shall consider as “directory information” subject to public disclosure the following items: name, email address, enrollment status, dates of attendance, major, minor, degrees, graduation honors, academic honors, awards received and graduation date. All other student information will not be released to students, parents, or outside agencies unless accompanied by a written release of information from the student.

Students may request that “directory information” not be released to any person by completing a
“REQUEST TO PREVENT DISCLOSURE OF DIRECTORY INFORMATION” form available in the Registrar’s Office.

For more information, visit www.suffolk.edu/ferpa.

Transcript of Record

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

Requests must be made in writing or by coming to the Registrar’s Office in person. Facsimile requests are also accepted. No telephone requests will be honored.

Satisfactory Progress Policy

Suffolk University students must be making satisfactory academic progress 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 the Financial Aid Office in conjunction with the Academic Standing Committee of each school. Academic progress requirements stipulate the following:

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

Health Insurance

Since September 1989, Massachusetts law (G.L. c. 15A: b. 18.), has required every full-time and part-time student enrolled in a Massachusetts institution of higher learning to participate in a qualifying student health insurance program (QSHIP) or in a health benefit plan with comparable coverage. For QSHIP requirements, a part-time student is defined as a student enrolled in at least 75% of the full-time curriculum (9 credits).

Massachusetts law has been revised to include the following important clarifications:

1. A health plan that provides coverage through a closed network of providers (for example, coverage by an HMO), and which is accessible only for emergency services where the student is studying, is not comparable coverage. Students may not waive the student health insurance based on such a plan.
2. Students studying in the United States may not waive insurance based on coverage through insurance carriers owned and operated outside of the United States, nor with coverage through foreign National Health Service programs. Students sponsored by foreign embassies, agencies and organizations are no longer excluded from the requirement for U.S.-based health insurance.
3. Free Care is not considered comparable coverage and cannot be used to waive the student health insurance.
The burden of proof that the alternative insurance is adequate falls upon the student choosing to waive. By submitting the waiver form the student will be accepting responsibility for all medical expenses incurred, and neither Suffolk University nor its student health plan will be responsible for these expenses. Eligible students may waive the student health insurance online at http://www.universityhealthplans.com/ once they have been billed for it. International students are not eligible to waive the student health plan.

Please visit the Suffolk University Health & Wellness Services website at www.suffolk.edu/health for more information.

Immunizations

Massachusetts State Law requires all students who are enrolled in twelve or more credits each semester to provide proof of having received certain immunizations. Failure to comply with this regulation will result in your being blocked from registering for classes. International students must submit immunization records regardless of the number of credit hours they are taking. Please refer to www.suffolk.edu/health for details regarding immunizations required.

Academic Honesty Policy

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

Sawyer Business School

Sawyer Business School

Graduate Academic Honesty Policy

Cheating on examinations, plagiarism, and/or improper acknowledgment of sources in essays or research papers, and the use of a single essay or paper in more than one course, without the permission of the instructor, constitute unacceptable academic conduct. It is dishonest to buy, sell, borrow or lend papers or to copy material from computer resources. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that you represent as your own should be your own; if not, the source should be properly identified. This applies to lab reports, computer projects and group projects as well as to individual assignments. Each instructor should fully explain the requirements of the course and
the applicable policies regarding academic dishonesty. Because Suffolk University holds its students strictly accountable for their adherence to the highest standards of academic honesty, it is expected that graduate students know what does and does not constitute acceptable behavior.

A student who has been found to have violated this rule after adjudication by the dean of students is subject to an automatic grade of F in the course and to suspension, enforced withdrawal, or expulsion from the University or appropriate lesser penalties if warranted by the circumstances. Graduate faculty within the department may also be involved in the review of alleged academic dishonesty.

College of Arts & Sciences

COLLEGE OF ARTS & SCIENCE

GRADUATE ACADEMIC HONESTY

Cheating on examinations, plagiarism and/or improper acknowledgment of sources in essays or research papers, and the use of a single essay or paper in more than one course without the permission of the instructor constitute unacceptable academic conduct. It is dishonest to buy, sell, borrow, or lend papers or to copy material from computer resources. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that you represent as your own should be your own; if not, the source should be properly identified. This applies to lab reports, computer projects, and group projects, as well as to individual assignments. Each instructor should fully explain the requirements of the course and the applicable policies regarding academic dishonesty.

Because Suffolk University holds its students strictly accountable for their adherence to the highest standards of academic honesty, it is expected that graduate students know what does and does not constitute acceptable behavior.

A student who is suspected of violating this rule will be directed to the dean of students, who will hold a hearing to determine if the charges have merit. The dean of students will report the determination on the charges to the appropriate departmental committee or program director, which will decide upon the sanctions. The sanctions may include an automatic grade of F in the course, suspension, enforced withdrawal, dismissal from the University, or appropriate lesser penalties if warranted by the circumstances.

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

Academic Resources

ACADEMIC RESOURCES

This section of the Suffolk University Graduate Catalog provides information about academic
resources available to all graduate students of Suffolk University.

Ballotti Learning Center

The Ballotti Learning Center (BLC) is a multi-faceted academic support center, providing a diversity of programs and services for the Suffolk University community including, but not limited to, peer tutoring, study groups, study skills workshops, and academic coaching. BLC initiatives offer strategies and techniques for facilitating students’ academic success and are appropriate for all students in undergraduate and graduate courses. The Ballotti Learning Center is located in the Donahue Building, Room 208, 41 Temple Street, and is open 9:00 a.m. to 5:00 p.m. Monday through Friday. Evening hours are posted each semester. All services are free. For further information, call 617–573–8235 or visit http://www.suffolk.edu/Ballotti

The Writing Center

The Writing Center is Suffolk University’s primary support service for students, across the disciplines, needing assistance in writing. The Writing Center offers tutoring to all students interested in improving their writing. You don’t have to be struggling in a course – or failing – in order to work with a tutor. Staff at the Center will help you generate ideas for your papers, formulate a good thesis, organize and detail your argument, strengthen your sentences, and refine your style. The staff will also help you with reading comprehension, literary analysis, and, of course, grammar and punctuation. This service is free of charge. For further information, please visit the Center or call 617–573–8270.

Math/Computer Science Support Center

The Math/Computer Science Support Center (MSC), operated by the Department of Mathematics and Computer Science, offers a variety of services to the University. The center offers drop-in math help, programming help, and a place for students to study and do homework. These services are offered during day and evening hours in the fall, spring, and summer semesters. The center administers a Math Placement Exam, which is given to virtually all incoming students and is provided during each orientation period. The grade earned on the placement exam will help the advisor(s) to recommend an appropriate math course. All our services are free of charge. The Center is located in Fenton 636. For more information, please visit the Center or call 617 573–8763.

Center for International Education

More than 700 students from over 100 different countries, including Argentina, Brazil, China, France, Germany, Indonesia, Japan, Kuwait, Spain, Thailand, Turkey, the United Arab Emirates, and Venezuela, have chosen to study at Suffolk University. The University’s Center for International Education serves as an information and resource hub for international students and is specifically designed to coordinate and facilitate the wide variety of activities and services that are available to assist and support Suffolk’s international community. Students are encouraged to visit the Center, located at 73 Tremont Street, 6th Floor, with any questions or concerns.

Second Language Services

Second Language Services (SLS) was created to unify the many services Suffolk University offers to students from linguistically diverse backgrounds. The mission of SLS is to provide academic support to those students whose primary language is not English by aiding them in strengthening
their reading, writing, speaking, and listening skills. Support is offered by ESL professionals through intensive and semi-intensive English classes, workshops, individual tutorials, self-study materials, an institutional TOEFL program, and a faculty outreach program provided free of charge.

Libraries & Archives

Libraries

Mildred F. Sawyer Library
73 Tremont Street

The Mildred F. Sawyer Library serves the College of Arts and Sciences and the Sawyer Business School with over 130,000 volumes, 140,000 volumes in microtext, and 900 periodical subscriptions, plus 16,000 journal titles with full text in electronic form.

New England School of Art & Design at Suffolk University Library
75 Arlington Street

The NESADSU Library holds resources for the study of the fine arts, graphic design, and interior design, with access to more than 8,500 books and 20,000 slides.

Moakley Law Library
Sargent Hall

The Moakley Law Library contains over 350,000 printed books and microfilm volumes, with two library computer labs and a computer training room. All 440 study carrels are wired for Internet access.

Suffolk University Archives
Sargent Hall

The Suffolk University Archives, located within the Moakley Law Library, collects and preserves archival collections and makes these resources available to students, faculty, staff, scholars and the public for research. The Archives holds the records of Suffolk University and several special collections including manuscripts, film, and book collections donated to the university. The premier manuscript collection is the Congressman John Joseph Moakley Papers, donated by Suffolk University Law School alumni and trustee Joe Moakley in 2001. The Archives staff is available to assist faculty with using Suffolk’s collections to enhance curriculum and to guide students in using primary source material for class research projects.

Registration

REGISTRATION

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

Except in special cases, registration is closed after the first full week of classes in any semester. A late registration fee of $50 will be charged to students who are authorized to register during the first and second weeks of class, $100 during the third and fourth weeks of class, and $150 after the fourth week of class.

Students who wish to register after the late registration deadline must submit a petition to do so. Petitions are on file in the Registrar’s Office.

Change of Address/Name

Students are required to notify the Registrar of any change of home or local address, parent or guardian, or any change of legal name. When a student’s legal name is changed, a certified copy of the relevant documents must be submitted to the Registrar. Changes of address must be submitted to the Registrar within 48 hours of the effective date of the change.

Add/Drop or Change of Course

Students may add, drop, or change courses online. Please refer to the Academic Calendar for online add and drop dates.

Normally, courses may not be added or changed after the second week and, under no circumstances, after the fourth week. Students who wish to add or change a course after the first two weeks of a term must submit a petition to do so. Petitions are on file in the Registrar’s Office.

Graduation

GRADUATION

Application for Degree

Students are required to submit an application for degree 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 GPA (see specific programs for degree requirements) at the time of commencement in order to participate in the ceremony.

**Academic Record Status**

Student academic records are sealed at the time the degree is conferred. After this date, changes cannot be made to majors and minors, academic honors, removal of incompletes, grade changes, or other changes to an academic record.

**Student Resources**

This section of the Suffolk University Graduate Catalog provides information about resources available to all graduate students of Suffolk University.

**An Act Excusing the Absence of Students for Their Religious Beliefs**

In keeping with the amendment of Chapter 151C of the Massachusetts General Laws, any student in an educational or vocational training institution, other than a religious or denominational educational or vocational training institution, who is unable, because of his religious beliefs, to attend classes or to participate in any examination, study, or work requirements shall be excused from any such examination or study or work requirement, and shall be provided with an opportunity to make up such examination, study, or work requirement which he/she may have missed because of such absence on any particular day; provided, however, that such makeup examination or work shall not create an unreasonable burden upon such school. No fees of any kind shall be charged by the institution for making available to the said student such opportunity. No adverse or prejudicial effects shall result to any student because of his/her availing him/herself of the provisions of this section.

**Americans with Disabilities Act**

The Americans with Disabilities Act (ADA) prohibits discrimination against persons with disabilities. This law assures that persons with disabilities have access to employment, public accommodation, public service, transportation, and telecommunication programs and services. The ADA is comprised of five titles, two of which are most pertinent in the University setting:

Title I makes it illegal to discriminate on the basis of disability in employment. Title I provides comprehensive job bias protection to “qualified individuals with disabilities.” Employers are required to provide “reasonable accommodation” to individuals with disabilities who are capable of performing the “essential functions” of jobs, unless the employer can demonstrate that the accommodation would impose an “undue hardship” on the operation of the business.

Title III makes it illegal for places of public accommodation to discriminate against individuals with disabilities in the provision of goods, benefits, services, facilities, privileges, advantages or accommodations.

**Career Services & Cooperative Education Office**
Career Services and Cooperative Education Office assists students in developing career objectives, exploring career alternatives and initiating the strategies and techniques necessary to secure successful, fulfilling employment.

Resources include:

- Career exploration opportunities, including internships and cooperative education placements.
- Workshops and mini-courses focused on career opportunities, in specific fields, resume writing interviewing skills, and job hunting strategies.
- Alumni Career Advisory Network, a resource that can put students in touch with over 500 alumni representing a cross section of industries and careers.
- Full- and part-time job listings, on- and off-campus recruiting, job fairs, and Internet postings.

Staffed by experienced professionals, the Career Services and Cooperative Education Office offers individual career counseling and access to a comprehensive resource library that includes books, periodicals and directories as aids for all levels of career concern.

Cooperative Education is an approach to learning that integrates academically relevant work experience with classroom education. Students in the Co-op Program work full- or part-time in a job related to their major course of study. The Co-op experience allows students to make more realistic career choices, learn through the practical application of their academic study, become more competitive in the job market upon graduation, and earn a portion of their college tuition.

Graduate students are eligible for the co-op program immediately upon beginning their programs. Co-op is an optional, non-credit program and students may choose to enroll in only one or as many as five full-time or nine part-time terms. Work terms are flexible. Those who enroll in part-time placements work while attending classes and often graduate in four years.

Co-op placements are available with all types of employers: accounting firms, banks, law firms, brokers and retailers, hospitals, universities, government and social service agencies. The specific placement for which students apply depends upon interest, experience and ability. There are placements suitable for sophomores as well as for seniors and graduate students about to enter their chosen professions.

Health & Wellness Services

Health & Wellness Services serves all Suffolk University students. We’re here to help you achieve and maintain optimum health and wellness. We strive to provide high-quality, easily accessible and cost-effective health care including a range of services from evaluation of illness or injury to lifestyle consultations with nutritionists or smoking cessation specialists. We work collaboratively with the Counseling Center to help you function more effectively in the University environment. We’re committed to working with you to help you build the knowledge and skills you need to develop healthy attitudes and behaviors that will promote a high-level of overall wellness.

Appointments can be made in 73 Tremont Street (5th Floor) or by telephone at (617) 573-8260. Clinicians are also available on a limited basis for emergency walk-in evaluations during office hours.

All visits to Health & Wellness Services and conversations with the staff are confidential in accordance with HIPAA (Health Insurance Portability and Accountability Act of 1996). Your
permission must be obtained before we will give information to anyone not directly related to your care. This includes parents and University officials.

Please refer to www.suffolk.edu/health for more information about Health & Wellness Services, staff, hours of operation and links to related information.

Student Affairs Office

Student Affairs Mission Statement

The Division of Student Affairs supports the Suffolk University mission by striving to provide a welcoming, supportive and engaging environment that enriches the academic, social and personal experiences of all students, where the full potential of success can be achieved. Our goal is to empower and develop the multiple facets of the identities of our students (artistic, spiritual, athletic, leadership, academic, etc.), which will in turn help to shape the Suffolk community and beyond.

The guiding principles of our work include:

STUDENT ENGAGEMENT & ADVOCACY

• Assist students to actively embrace and craft their experience at Suffolk, while teaching the aptitudes of self-advocacy, intellectual curiosity, leadership, personal responsibility, and lifelong learning. Engage students in developing personal and professional skills needed to be successful in life.

EMBRACING DIVERSITY & SOCIAL JUSTICE

• Foster awareness, respect and appreciation for individual experiences, beliefs and ideas by cultivating a genuine understanding for the rich diversity of our community. Engage in conversations related to power and privilege in our society. Promote a community that is inclusive and supportive of independent opinions, that encourages students to be involved with the process of change and where differences are celebrated.

SOCIAL RESPONSIBILITY & CIVIC ENGAGEMENT

• Provide opportunities for students to become invested in their community’s quality of life while empowering them to positively change their surroundings. Instill the value of civic responsibility through increased awareness of social issues, volunteerism, and community involvement by providing meaningful opportunities for active participation in service to others.

HOLISTIC CARE & SUPPORT

• Create an environment where students, staff and faculty actively and sensitively support one another as equal members of the Suffolk University community, as well as cultivate empathy and compassion for those members who are the most in need. Focus on enabling students to manage personal and academic problems that can inhibit growth and development.

The Student Affairs Division is comprised of the following departments:
The Student Affairs Office is located on the 12th floor of 73 Tremont Street, 617.573.8239.

University Counseling

The University Counseling Center helps members of the Suffolk University community function more effectively by assisting them in defining and achieving their personal and academic goals. Counseling Center facilities and programs are offered without charge to full- and part-time students, and, within the confines of available resources, to faculty, administration, and alumni.

Services include the following: individual and group counseling related to personal concerns, academic adjustment and career exploration, administration of vocational tests to assist students in the process of exploring and defining personal and career goals, experiential courses and individual and group consultations designed to help improve the living and learning environment at the University.

Strict confidentiality of records and counseling relationships is maintained at all times. No information concerning any client’s counseling relationship shall be shared unless prior written approval is obtained and the request for release is consistent with established legal statutes and ethical guidelines.

Counseling Center services are available Monday through Friday from 9:00 a.m. to 4:30 p.m., and at other times by appointment. Psychologists are also available for emergency walk-in sessions during office hours. Appointments can be made at 73 Tremont Street (5th Floor) or by telephone at (617) 573–8226.

The Counseling Center is accredited by the International Association of Counseling Services (IACS). Its Internship Program in Professional Psychology is accredited by the American Psychological Association (APA). The Center is also a member of the Association of Pre– and Post–Doctoral Internship Centers.

Veterans Services

The Registrar’s Office functions as a liaison between the Veterans Administration and the University. It certifies and processes both initial and follow-up claims for benefits. It also assists in cases when a veteran who is entitled to benefits has not received them.

College of Arts and Sciences

COLLEGE OF ARTS AND SCIENCES GRADUATE PROGRAMS
Goals of the College of Arts and Sciences

- To provide students with liberal learning that emphasizes a curriculum of inquiry, expanding perspectives and specialization.
- To offer undergraduate, graduate and professional education that provides students with the means to explore and adapt their career and personal goals and objectives in a changing economic and technological environment.
- To assure that undergraduate and graduate students develop an appropriate level of core competencies and their capacities for critical inquiry, creativity, research and analysis.
- To create a diverse community of teachers and learners where students and faculty engage in the free expression of ideas, fostering independent thought and mutual respect.
- To provide opportunities for students to enhance their aesthetic, intellectual and moral capabilities, and their sense of self-worth, self-confidence and civic responsibility.
- To attract and maintain an excellent faculty with a commitment to teaching, research and service to the University and the greater community.
- To attract and retain an increasingly competent student body consistent with the mission of the University.
- To provide an educational environment which includes appropriate classrooms, technologies, libraries, laboratories, recreation areas and other facilities that enhance the process of student learning.
- To promote research and artistic creation by faculty and students, in order to contribute to the expansion of human knowledge and the richness of human existence.

General Information

COLLEGE OF ARTS AND SCIENCES GRADUATE PROGRAMS

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

- MA (Master of Arts in Communication)
- MA (Master of Arts in Women’s Health)
- MAGD (Master of Arts in Graphic Design)
- MAID (Master of Arts in Interior Design)
- MSCS (Master of Science in Computer Science)
- MSCJS (Master of Science in Crime and Justice Studies)
- MSCJS/MS (Master of Science in Crime and Justice Studies/Mental Health Counseling)
- MSE (Master of Science in Economics)
- MSEP (Master of Science in Economic Policy)
- MSIE (Master of Science in International Economics)
- MSEPP (Master of Science in Ethics and Public Policy)
- MSPS (Master of Science in Political Science)
- MSOL (Organizational Learning and Development)
- MSHR (Human Resources)
- MSMHC (Mental Health Counseling)
- M.Ed. in Administration of Higher Education
- M.Ed. in Foundations of Education
- M.Ed. in Middle School Teaching
- M.Ed. in Secondary School Teaching
- M.Ed. in School Counseling
- Ph.D. (Doctoral degree in Clinical Psychology)
- Ph.D. (Doctoral degree in Economics)
The College offers two joint degree programs with Suffolk University Law School:

- JD/MSCJS (Juris Doctor/Master of Science in Crime and Justice Studies)
- JD/MSIE (Juris Doctor/Master of Science in International Economics)

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

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

For information on these programs see the Joint Degree section of the catalog.

The College also offers the following certificate programs:

- Graduate Certificate in College Admission Counseling
- Graduate Certificate in Global Human Resources
- Graduate Certificate in Human Resources
- Graduate Certificate in Organizational Development
- Graduate Certificate in Organizational Learning and Development
- Certificates of Advanced Graduate Study:
  - College Admission Counseling
  - Leadership
  - Mental Health Counseling
  - Professional Politics
  - School Counseling

Admission Requirements

Admission Requirements

Required credentials for admission include:

- a completed application form;
- a non-refundable application fee of $50.00;
- a current resumé;
- two letters of recommendation (three letters for the Ph.D. in Economics);
- official transcripts of all prior academic work;
- a statement of Professional Goals;
- official score reports:
  - GRE (Graduate Record Examination) or MAT (Millers Analogies Test) for all College of Arts and Sciences Programs except Crime and Justice Studies, Graphic Design and Interior Design. The Ph.D. in Clinical Psychology and the Ph.D. in Economics require the general GRE test. The GMAT can be used for MSIE, MSEP and MA in Communication Integrated Marketing. The MTEL (Massachusetts Tests for Educator Licensure) can be used for M.Ed. in School Counseling and Teaching programs.
- The LSAT (Law School Admission Test) is required for all joint degree programs with Suffolk University Law School.
  - Applicants to the MA in Graphic Design and Interior Design should see the program
International Applicants

Suffolk University welcomes qualified international students to its full-time graduate programs in fall and spring semesters only. In addition to the requirements outlined above, the candidate must submit:

- an explanation of the grading system if the candidate’s undergraduate education was not received in an American institution;
- official TOEFL or IELTS test score; if English is not the candidate’s native language, (this requirement is waived for permanent residents of the United States and those candidates possessing a baccalaureate degree from a U.S. college or university; within two years of application, a statement of Financial Resources certifying that sufficient funds exist to cover the candidate’s academic and living expenses.

Application Deadlines

The MA in Communication, MS and MEd programs, MSCJS and MSPS admit students for the fall, spring and part-time only for summer semesters of the academic calendar. All other CAS programs admit students in the fall and spring semesters only. The Ph.D. in Psychology is offered in the fall semester; its completed application date is December 1. The Ph.D. in Economics is offered in the fall semester; its application date is February 1.

**Deadlines for full- and part-time admission:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 15</td>
<td>Financial aid (Applicants seeking financial assistance should submit their completed application to Graduate Admission by this date)</td>
</tr>
<tr>
<td>June 15</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>April 1</td>
<td>Summer Semester</td>
</tr>
<tr>
<td>Nov. 1</td>
<td>Spring Semester (Oct 1 for International Students)</td>
</tr>
</tbody>
</table>

Applications submitted after these dates will be reviewed on a space available basis. **Suffolk University uses rolling admissions.**

The Graduate Admission Committee relies on a variety of factors to determine a candidate’s potential for success in graduate school. Entry-level, mid-career, and career-change applicants are regarded as viable candidates.

The Graduate Admission Committee evaluates each application as it becomes complete and makes an effort to notify candidates of their admission decision within four weeks (except for Ph.D. decisions).

Admitted students, wishing to enroll in a graduate program at the College of Arts and Sciences, remit a $200 ($400 for Ph.D.s) non-refundable deposit, to reserve a place in the entering class. The non-refundable deposit is credited to the tuition bill at the time of registration.
Continuing and Professional Studies Program (CAPS)

The College of Arts and 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 advisor’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.

Tuition and Costs

For information regarding tuition and costs for graduate studies, please refer to the section in this catalog entitled Tuition and Fees or visit our web site at http://www.suffolk.edu/bursar.

Financial Aid

A variety of financial aid options are available to graduate students. For more information, please contact the Office of Financial Services, (617) 573–8470, or visit our web site at www.suffolk.edu/finaid.

Grading System

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Grade Point Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Satisfactory Performance</strong></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A–</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B–</td>
<td>2.7</td>
</tr>
<tr>
<td><strong>Unsatisfactory Performance</strong></td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td><em>Failing</em></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
<tr>
<td>L</td>
<td>Non–Evaluative Grades</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
</tbody>
</table>

“*I*” (incomplete) indicates a failure to complete the course requirements. The “*I*” grade is given, at the instructor’s discretion, only if the student has completed at least half of the course requirements successfully at the end of the semester. An incomplete grade is maintained for thesis credit until the thesis or dissertation is completed and defended. All master’s degree
requirements normally must be completed within five years. All doctoral degree requirements normally must be completed within seven years.

The College requires an Incomplete Form to be completed by the instructor of the course and returned to the Registrar’s Office.

**Course Numbering System**

Graduate Level
500–599 CAS Introductory Level Study (faculty permission required)
600–899 Graduate Courses
900–999 Graduate Directed Study Course (faculty permission required).

**Academic Standing**

Each semester, the appropriate Departmental Committee or Director of each Graduate Program will review the records of Graduate students believed deficient in any of the following areas:

1. Cumulative grade point average below 3.0
2. A grade of “F” in a class
3. Excessive grades below the “B” level
4. Excessive “Incomplete,” “W” or “L” grades
5. Violation of Professional or Ethical Standards
6. Failure to make satisfactory progress toward the completion of the degree

After reviewing the student’s record, the appropriate Departmental Committee or Director of each Graduate Program may choose to take one of the following actions. Written notification of the action taken should be delivered to the student in a timely fashion.

- Probation
- Dismissal
- Limit the number or nature of courses
- Set a grade point average requirement
- Require a leave of absence
- Remove from degree candidacy
- Take no action

A student may appeal this decision in writing to the Dean of the College within 30 days of receipt of the notice of action taken by a Department. The Dean or designee will then make a final determination based on an investigation, or a hearing with the student. (Please consult the departmental listings for the specific guidelines and procedures of each graduate program.)

**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.

For further information on any graduate programs offered at Suffolk University, please contact the Office of Graduate Admission, 8 Ashburton Place, Boston, MA 02108–2770, (617) 573–8302. Fax Number (617) 305–1733, E–Mail: grad.admission@suffolk.edu

**Pass (“P”)/Fail (“F”) Option**

Practica, internships, theses and designated field experiences are 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.

A maximum of 24 graduate credits will be transferable toward a doctoral degree. A course must have a minimum grade of "B" to transfer in.

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.

**Residency Requirement**

Students are required to complete a minimum of 30 graduate credit hours at Suffolk University.

**Academic Honesty Policy**

Cheating on examinations, plagiarism and/or improper acknowledgment of sources in essays or research papers, and the use of a single essay or paper in more than one course without the permission of the instructor constitute unacceptable academic conduct.

It is dishonest to buy, sell, download, borrow, or lend papers. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that you represent as your own should be your own; if not, the source should be properly identified. This applies to lab reports, computer projects, and group projects, as well as to individual assignments. Each instructor should fully explain the requirements of the course and the applicable policies regarding academic dishonesty. Because Suffolk University holds its students strictly accountable for their adherence to the highest standards of academic honesty, it is expected that graduate students know what does and does not constitute acceptable behavior.

Instructors who suspect academic dishonesty should report incidents to the Office of Student Affairs. The dean of students will hold a hearing to determine if the charges have merit. The dean of students will report the determination on the charges to the appropriate departmental committee or program director, which will decide upon the sanctions. The sanctions may include an automatic grade of F in the course, suspension, enforced withdrawal, dismissal from the University, or appropriate lesser penalties if warranted by the circumstances. Written notification of the action taken should be delivered to the student in a timely fashion. The student has the right to appeal this decision in writing to the dean of the College of Arts and Sciences within 30 days of receipt of written notice of the action of a department. The final determination of the dean of the College of Arts and Sciences, which may refer to both the determination of culpability and to the sanctions imposed, will be based on an investigation or a hearing with the student.

**Master of Arts in Communication**

**MASTER OF ARTS IN COMMUNICATION**

**Major Fields of Study**
The Department of Communication and Journalism offers courses leading to the Master of Arts degree, with concentrations in Communication Studies, Organizational Communication, Public Relations and Advertising, and Integrated Marketing Communication.

Faculty

**Professor:** Boone

**Associate Professors:** Carragee, Geisler (Graduate Program Coordinator), Huntemann, Karns, Rosenthal (Chair), Secci

**Assistant Professors:** Lee, Wickelgren

Degree Requirements

**Requirements**

Suffolk University offers graduate programs in Communication fields for students who hold the Bachelor’s degree in any area of undergraduate study from the University or from other accredited institutions of higher education.

The purpose of the graduate degree program is to allow students opportunities for advanced study and research in the communication discipline. The focus of the program is to challenge students to understand the breadth of the communication field, to discover the theoretical and practical parameters of different areas within the field, and to enable students to research and create solid, well-grounded work in various communication-related careers.

Candidates for degrees must complete the required coursework for their respective graduate concentrations while maintaining a minimum grade point average of “B” (3.0).

Any grade less than a “B” (3.0) must be offset by the appropriate honor grade in order to maintain graduate degree candidacy. Continuance of degree candidacy status requires a minimum cumulative grade point average of 3.0. Graduate students who may have deficient or unsatisfactory academic performance (as outlined in the Academic Standing section of the Graduate Programs overview in this catalog) may be subject to academic probation or dismissal or such other limitations or sanctions specified by the Department of Communication and Journalism. Students with academic deficiencies will be notified in writing of any department action, and they may appeal that action subject to the policies in the Academic Standing section of this catalog.

**Incomplete Grades/Number of Incomplete Grades**

No graduate student may carry more than two grades of incomplete at any one time [exclusive of Incomplete grades for Thesis work] unless the student has approved excessive incomplete grades with the Department Chairperson and the Graduate Program Coordinator.

**Completion of Excessive Incompletes**

Students carrying excessive Incomplete grades may, at the discretion of the Department Chairperson or Graduate Program Coordinator, be required to complete the coursework carrying the incompletes before being permitted to register for additional coursework.

**Completion of Course Work Before Graduation**

No student with outstanding incomplete grades will be granted the M.A. degree.

**Student Status**
Students intending to pursue a graduate degree may elect to take a maximum of two graduate courses in the Department of Communication and Journalism before applying for degree candidacy in one of the available concentrations.

Transfer Credits
In some cases, transfer credits from other graduate degree programs in Communication or related fields may be accepted. Students interested in transferring graduate credits should speak with the Director of Graduate Admissions.

Request for acceptance of graduate transfer credits must be made at the time of matriculation into the Master of Arts program. Only courses in which students have received a grade of “B” or better will be considered for acceptance.

Such transfer credits will be accepted only with approval of the Department of Communication and Journalism. Additional work in a given area or proof of proficiency may be required.

Financial Aid
Graduate fellowships and assistantships are available to full–time and part–time graduate students who meet various criteria for receiving financial aid. In order to be considered for these and other forms of assistance, such as grants and loans, candidates must submit their admission application to the Office of Graduate Admission by March 15 and their financial aid application to the Financial Aid Office by April 1.

Application Requirements

Master of Arts Degree

Objective
The Master of Arts degree program is designed to allow students advanced study beyond the baccalaureate level, with a view to providing students with a comprehensive understanding of theoretical and practical concerns in their chosen area of study.

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

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

Graduate Course Requirements
36 hours

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Concentrations

M.A. in Communication Studies
The graduate concentration in Communication Studies allows students to study the theory and practice of the discipline more broadly than other areas. This program is 12 courses, 36 credits, and includes both a core of theory courses and options for electives in communication.

The following core courses are required in this concentration:

CJN 701  Communication Research Methods
CJN 704  Issues in Communication
CJN 705  Communication Theory

And select four of the following courses:

CJN 730 Rhetorical Theory
CJN 735 Persuasion Theory
CJN 737 Intercultural Communication
CJN 738 Gender Communication
CJN 739 Interpersonal Communication
CJN 741 Media Studies
CJN 742 Cultural Studies
CJN 750 Organizational Communication

And complete:

Five graduate elective courses

M.A. in Organizational Communication
Understanding human communication in an organizational setting requires a broad range of skills: being able to evaluate formal and informal communication networks, knowing how to involve communicators in the decision–making process, and identifying key areas of needed
improvement. The Organizational Communication concentration offers coursework designed to help understand and facilitate communication in formal organizations.

This program is 12 courses, 36 credits, and includes both a core of Organizational Communication courses and options for electives in communication.

The following core courses are required in this concentration:

CJN 701  Communication Research Methods
CJN 704  Issues in Communication
CJN 705  Communication Theory

And students are required to take the following concentration requirements:

CJN 735 Persuasion Theory
CJN 737 Intercultural Communication
CJN 739 Interpersonal Communication
CJN 750 Organizational Communication

And complete:

Five graduate elective courses

M.A. in Public Relations and Advertising

The study of Public Relations and Advertising highlights how organizations interact with their myriad publics in building and maintaining image, brand awareness, and public responsibility.

This program is 12 courses, 36 credits, and includes both a core of Public Relations and Advertising courses and options for electives in communication.

The following core courses are required in this concentration:

CJN 701 Communication Research Methods
CJN 704 Issues in Communication
CJN 705 Communication Theory

And students are required to take the following concentration requirements:

CJN 769 Introduction to Marketing Communication*
CJN 770 Seminar in Advertising
CJN 771 New Media and New Markets
CJN 775 Crisis Campaign Management
CJN 777 Public Relations

And complete:

Four graduate elective courses
* Note that this course may be waived for students with appropriate undergraduate backgrounds or work experience. Please discuss this with the graduate program director if you think you would qualify. If this course is waived, substitute for it: Elective course (one course selected from graduate offerings).

**M.A. in Integrated Marketing Communication**

The Integrated Marketing Communication specialization enables students to build a solid foundation with both communication and business perspectives. This program is 12 courses, 36 credits, and includes a core of courses from Communication and from Marketing.

**The following core courses are required in this concentration:**

CJN 704 Issues in Communication  
CJN 705 Communication Theory

**And students are required to take the following concentration requirements:**

CJN 769 Introduction to Marketing Communication*  
CJN 770 Seminar in Advertising  
CJN 777 Public Relations  
CJN 779 Integrated Marketing Communication  
MBA 660 Marketing: The Challenge of Managing Value  
MKT 810 Marketing Research for Managers  
MKT 814 Strategic Marketing

**Options (select 3 from list):**

CJN 750 Organizational Communication  
CJN 771 New Media and New Markets  
CJN 775 Crisis Campaign Management  
MKT 815 Consumer Behavior  
MKT 840 Direct Marketing

* Note that this course may be waived for students with appropriate undergraduate backgrounds or work experience. Please discuss this with the graduate program director if you think you would qualify. If this course is waived, substitute for it: Elective course (one course selected from graduate offerings).

**Course Descriptions**

**Course Number**

CJN-691

**Course Name**

Special Topics

**Pre-requisites**
Course Credits
3.00-

Description
Current issues in communication.

Course Number
CJN–701

Course Name
Applied Communication Research

Pre-requisites

Course Credits
3.00-

Description
Examination of methods of acquiring information and data in the public fields. Includes exploration of a variety of methods, particularly those use by practitioners in these areas.

Course Number
CJN–703

Course Name
Presentation Skills

Pre-requisites

Course Credits
3.00-

Description
This course is designed to help students better prepare oral presentations in classroom,
consulting or other business situations. Focus is on audience analysis, research and creation of presentation, mediated presentations and follow–through.

**Course Number**

CJN–704

**Course Name**

Issues in Communication

**Pre–requisites**

**Course Credits**

3.00–

**Description**

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

**Course Number**

CJN–705

**Course Name**

Communication Theory

**Pre–requisites**

**Course 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.
CJN-721

Course Name
E-Community & Digital Divide

Pre-requisites

Course Credits
3.00-

Description
Studies the nature of online community-building by social, political, economics, and religious groups: How and why do e-communities develop? How do they exert influence both in and out of cyberspace. How are some people marginalized on the wrong side of the digital divide?

Course Number
CJN-730

Course Name
Rhetorical Theory

Pre-requisites

Course Credits
3.00-

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

Course Number
CJN-735

Course Name
**Persuasion Theory**

**Pre-requisites**

**Course 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.

**Course Number**
CJN–737

**Course Name**
Intercultural Communication

**Pre-requisites**

**Course Credits**
3.00

**Description**

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

**Course Number**
CJN–738

**Course Name**
Gender Communication

**Pre-requisites**
Course Credits
3.00-

Description
Explores the theories of gender development, examining relationship impacts, mass media, pop culture, and intercultural communication. Includes analysis of gender implications for relationship, organizational, and system theories.

Course Number
CJN–739

Course Name
Interpersonal Communication

Pre-requisites

Course Credits
3.00-

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

Course Number
CJN–740

Course Name
Political Communication

Pre-requisites

Course Credits
3.00-

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

**Course Number**
CJN-741

**Course Name**
Media Studies

**Pre-requisites**

**Course Credits**
3.00–

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

**Course Number**
CJN-742

**Course Name**
Cultural Studies

**Pre-requisites**

**Course Credits**
3.00–

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

**Course Number**
CJN-745

**Course Name**
Instructional Communication

**Pre-requisites**

**Course Credits**
3.00–

**Description**
Provides a survey of methods for the instruction of communication in a classroom setting.
Includes a focus on the areas of curriculum development, course objectives, lecture technique,
speech evaluation, classroom exercises and teaching methods. Students will be provided with
opportunities for practice teaching under a faculty supervisor.

**Course Number**
CJN-750

**Course Name**
Organizational Communication

**Pre-requisites**

**Course Credits**
3.00–

**Description**
Explore historical development of the theory of organizations, examine information flow, network
analysis, communication over- and under-load, decision-making, organizational effectiveness
and change processes. Theoretical basis provided for the examination of case studies in
organizational communication, including communication audits in organizational settings.
Course Number
CJN-769

Course Name
Introduction to Marketing Communication

Pre-requisites

Course Credits
3.00-

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

Course Number
CJN-770

Course Name
Seminar in Advertising

Pre-requisites

Course Credits
3.00-

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

Course Number
CJN-771

Course Name
New Media and New Markets

Pre-requisites

Course Credits
3.00-

Description
Examines the impact of the Internet and other new communication technologies on advertising, public relations and marketing. Analyzes the creation, design, and effectiveness of Web pages, banners, buttons, interstitials, and other new media formats.

Course Number
CJN-775

Course Name
Crisis Campaign Management

Pre-requisites

Course 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.

Course Number
CJN-777

Course Name
Public Relations

Pre-requisites
Course Credits
3.00-

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

Course Number
CJN-778

Course Name
Conference Management & Promotion

Pre-requisites

Course 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.

Course Number
CJN-779

Course Name
Integrated Marketing Communication

Pre-requisites

Course Credits
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.

Course Number

CJN-805

Course Name

Directed Study

Pre-requisites

Course 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.

Course Number

CJN-809

Course Name

Thesis Research

Pre-requisites

Program Director consent required to register

Course Credits

3.00–
Students electing the thesis option for completion of their course requirements must register for thesis research, under the direction of their faculty advisor. Thesis research allows students to develop, research, and write the master’s thesis. Deborah Geisler’s consent is required to register.

Master of Arts in Graphic Design

**MASTER OF ARTS IN GRAPHIC DESIGN**

The New England School of Art & Design at Suffolk University

The Master of Arts program in Graphic Design offered by the New England School of Art & Design at Suffolk University is intended as a one-year (3 semester), fulltime, practice-oriented, initial graduate program, consisting of a minimum of thirty (30) semester credit hours of graduate study (level 700 or higher). The program is designed for those who have earned a Bachelor of Fine Arts in Graphic Design. The program also welcomes those who have earned an undergraduate degree in a field not related to the visual arts (e.g., computer science, anthropology) or who have earned an undergraduate degree in an area of the visual arts other than graphic design (e.g., painting, illustration).

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

The objectives of the Master in Arts in Graphic Design are to provide the student with:

- The creative, intellectual and practical skills needed to attain both excellence in design and a fulfilling career.
- A context for advanced study and research beyond the baccalaureate level, from a NASAD-accredited institution.
- A balanced approach to design, equally emphasizing theory and practice in order to develop both creative problem-solving and professional skills.
- An opportunity for exposure to international design and a multicultural tradition through the Graphic Design International Study Program.

Faculty

**Professor:** Golly (Program Director)

**Associate Professors:** Fuchel, Marosek

**Assistant Professors:** Daly (Graduate Program Director)

**Lecturer:** Wintzer

Degree Requirements

Candidates for the master’s degree must complete a course of study consisting of 30 to 102 credits, with a cumulative grade point average of 3.0 and a grade of “B” or better in all courses with a course code of 500 or higher. The faculty reserves the right to require the withdrawal of a student from the graduate program if in their professional estimation the probability of his/her
success is doubtful. Such factors as academic performance, interest, effort and suitability for the field enter into this judgment.

Applicants possessing a Bachelor of Fine Arts in Graphic Design can complete the 30 credits of graduate study (700-level or higher) in three semesters of full-time study. Part-time study is an option.

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

If you have an undergraduate degree in a field not related to the visual arts, you will be generally required to complete a maximum of 72 credits of Foundation and Foundational Graphic Design study, as well as 30 credits of graduate study (700-level or higher). You should expect to spend at least three and, in some cases, up to four years of year-round study to complete the degree.

Graduate students maintaining a full-time course load may enroll for a maximum of 12 credits.

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

Degree requirements are normally completed within five years after the start of graduate work.

**Suggested Course Sequence**

**First Semester (Credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>ADG 810 Graphic Design Graduate Seminar*</td>
<td>(3)</td>
</tr>
<tr>
<td>ADG S820 Graphic Design Graduate Studio I*</td>
<td>(3)</td>
</tr>
<tr>
<td>ADG 840 Graphic Design Thesis Research*</td>
<td>(3)</td>
</tr>
<tr>
<td>Graphic Design Studio Elective OR</td>
<td></td>
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<tr>
<td>Other approved graduate level elective</td>
<td>(3)</td>
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**Second Semester (Credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>ADG S822 Graphic Design Graduate Studio II*</td>
<td>(3)</td>
</tr>
<tr>
<td>ADG S842 Graphic Design Thesis Studio*</td>
<td>(3)</td>
</tr>
<tr>
<td>ADG 700 Graphic Design Graduate Internship*</td>
<td>(3)</td>
</tr>
<tr>
<td>Graphic Design Studio Elective OR</td>
<td></td>
</tr>
<tr>
<td>Other approved graduate level elective</td>
<td>(3)</td>
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</tbody>
</table>

**Third Semester (Credits)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADG 844 Graphic Design Thesis Documentation*</td>
<td>(3)</td>
</tr>
<tr>
<td>Graphic Design Studio Elective OR</td>
<td></td>
</tr>
<tr>
<td>Other approved graduate level elective</td>
<td>(3)</td>
</tr>
</tbody>
</table>

**Total (30 Credits)**
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 840), Thesis Studio (ADG S842), and Thesis Documentation (ADG 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 Studio. 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.

**Application Requirements**

While the Bachelor of Fine Arts (BFA) degree in Graphic Design is the customary prerequisite for admission to the MA program, applicants with baccalaureate degrees in other areas are welcome to apply. Candidates who have not completed an undergraduate program substantially equivalent to the BFA in Graphic Design will be required to complete additional foundational coursework, as determined by the graduate faculty.

In addition to normal Suffolk University graduate admission requirements (see the current Suffolk University Academic Catalog), applicants to the MA program in Graphic Design must submit the following:

1. Proof of the completion of an undergraduate baccalaureate degree with a minimum cumulative grade point average of 2.7.
2. A portfolio of work consisting of a minimum of twenty (20) high-resolution PDF files of recent, original artwork demonstrating both technical competency and creative ability must be submitted with the application. Please make sure the CD is Macintosh-compatible. Applicants with prior studio backgrounds who are seeking exemption from Foundation or Foundational Graphic Design coursework should submit a significantly more extensive portfolio. Graduate faculty members review all portfolios to determine subject matter competency.
3. Academically qualified applicants without a substantial background in the visual arts may be required to complete foundational coursework as a Continuing Education student before applying to the Master of Arts in Graphic Design. A grade point average of 3.0 or better is required. If an applicant is subsequently accepted to the program, credits earned as a Continuing Education student may be used to waive degree requirements. A maximum of 30 credits earned as a Continuing Education student will be considered applicable to the graduate program.
4. Personal interviews with the Graphic Design Graduate Program Coordinator are required and are conducted by appointment only.

**Please note:** An applicant who has an undergraduate baccalaureate degree in any field may apply only to the graduate program and is not eligible to apply to the BFA program in Graphic Design.

Due to the competitive nature of the program and the time involved in evaluating portfolios, applicants must have their completed applications in to the graduate admission office by May 15 (for fall semester admission) or November 1 (for spring admission). After those dates, applications
will be reviewed on a space–available basis.

Course Descriptions

Course Number
ADG–624

Course Name
History of Graphic Design

Pre–requisites

Course 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. Normally offered fall and spring semesters.

Course Number
ADG–637

Course Name
Professional Practice

Pre–requisites

Course 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, and resume preparation. Normally offered Spring semester.

**Course Number**

ADG–700

**Course Name**

Graphic Design Graduate Internship

**Pre-requisites**

Consent of Program Director required.

**Course Credits**

3.00–

**Description**

Masters candidates are required to pursue an internship with a local graphic design firm or agency. The purpose of this course is to provide to 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. Students with prior extensive and documented work experience in the field may be exempt from the internship requirement, with the approval of the Graphic Design Program Director; however, such students will be required to substitute a 3-credit studio elective for the internship. Offered each semester.

**Course Number**

ADG–751

**Course Name**

Design for Sustainability

**Pre-requisites**

ADG S207 or ADG S607 or Instructor permission.

**Course Credits**

3.00–
Description

This seminar will introduce students to the various facets of ethics and environmental sustainability topics in graphic design. Students will explore current trends and world conditions that call for ethical and sustainable design consideration. By learning to apply sustainable thinking and a pragmatic approach, students can expect to gain new insights into the design process and the relationships between humans and nature. Lifecycle assessment, planning, process, material evaluation, and client education will be covered in active discussions, small-scale projects, readings and written assignments.

Course Number

ADG–800

Course Name

Special Topics in Graphic Design

Pre-requisites

MAGD students only

Course Credits

1.50–3.00

Description

An in-depth analysis of timely special issues in the field of graphic design. Special topics are announced when the course is scheduled.

Course Number

ADG–810

Course Name

Graphic Design Graduate Seminar

Pre-requisites

Course Credits

3.00–
Description

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

Course Number

ADG–840

Course Name

Graphic Design Thesis Research

Pre-requisites

Course Credits

3.00−

Description

The Masters 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 advisors. Thesis Research requires the definition of a graphic design problem, research of case studies relevant to the thesis topic, and the creation of an outline for the thesis project. The class will culminate in the preparation of printed documentation, as well as an oral slide or multimedia presentation of the results of the research to date.

Course Number

ADG–844

Course Name

Graphic Design Thesis Documentation

Pre-requisites
Course Credits

3.00-

Description

This course represents the final phase of the thesis process. Having defined the design problem, completed the necessary research, and finalized the design solution, the student 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 as a printed, bound volume in which the thesis problem, research, and solution are presented in both text and images.

Course Number

ADG–850

Course Name

Graphic Design & Business: a Symbiotic Relationship

Pre-requisites

Course Credits

3.00-

Description

Business is changing rapidly. Students in the Masters in Graphic Design program emerge with insights and skills ready to put to good use in the marketplace. Informing students about pertinent contemporary business practices will give them an additional area of readiness for their profession.

Course Number

ADG–900

Course Name

Graphic Design Thesis Documentation

Pre-requisites

Instructor’s consent required.
Course Credits

3.00-

Description

The student completes a Directed Study Project, either studio (ADG S900) or non-studio (ADG 900), 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 individual faculty member, the Graphic Design Program Director and the NESADSU Chairman. Available each semester. Credits vary.

Course Number

ADG-904

Course Name

Art & Architecture of the Italian Renaissance

Pre-requisites

Course 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 S902) on-site in Tuscany and Venice.

Course Number

ADG-S601

Course Name

Basic Typography
Pre-requisites
ADF S151 or ADF S551

Course 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.

Course Number
ADG–S602

Course Name
Computer Typography

Pre-requisites
ADG S201 OR ADG S601 AND ADG S219 OR ADG S619

Course Credits
3.00–

Description
This advanced course focuses on the translation of the historical knowledge and hand skills learned in Basic Typography into an electronic format. Students will learn how to produce quality type in electronic format as well as experiment with and explore type through electronic manipulation.

Course Number
ADG–S606

Course Name
Graphic Design I
Pre-requisites
ADF S551 OR ADF S151

Course 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.

Course Number
ADG-S607

Course Name
Graphic Design II

Pre-requisites
ADG S206 OR ADG S606 AND ADG S219 OR ADGS 619

Course Credits
3.00-

Description
A continuation of the skills learned in Graphic Design I.

Course Number
ADG-S608

Course Name
Advertising Design
Pre-requisites
ADG S206/S606 and ADG S219/S619

Course Credits
3.00-

Description
This course focuses on the development of integrated product and service campaigns that go beyond traditional advertising media and methods. Students will learn how to elaborate on strong ideas for building brands and using media that reach the identified audience.

Course Number
ADG-S613

Course Name
Web Design I

Pre-requisites
ADG S219 OR ADG S619; Course formerly titled: Introduction to New Media

Course Credits
3.00-

Description
This course will examine the introductory aspects of web design from creating basic web site functionality using the Dreamweaver user interface to introductory Flash techniques. Students will learn how to creating sites using HTML, XHTML, CSS. Information architecture, wire frames and interface design will be explored. The history, societal context and future of new media will be discussed throughout the semester. Software to be introduced will include Dreamweaver and Flash.

Course Number
ADG-S614

Course Name
Illustration

Pre-requisites
ADF S102 OR ADF S502

Course Credits
3.00–

Description
This course introduces the skills necessary for meeting clients’ illustration needs in a variety of media appropriate to their context. Emphasis will be placed on developing the ability to draw real objects and people while advancing a personal style. Development of visual research and a photo reference file, thumbnailing and rendering skills for one’s presentation of ideas and concepts while designing the proper environment for their illustration will be required.

Course Number
ADG–S619

Course Name
Computer Applications in Design

Pre-requisites

Course 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.

Course Number
ADG–S639

Course Name
Master's Prep I

Pre-requisites

Course Credits
3.00–

Description
This course is designed for Master’s candidates who do not possess an undergraduate degree in graphic design. 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.

Course Number
ADG–S644

Course Name
Graphic Design III

Pre-requisites
ADI S602 OR ADI S202; ADG S607 OR ADG S207; ADG S619 OR ADG S219

Course 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.

Course Number
ADG-S645

**Course Name**

Graphic Design IV

**Pre-requisites**

Take ADG-S344 or ADG-S644;

**Course 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.

ADG-S654

**Course Name**

Advanced Computer Applications

**Pre-requisites**

ADG S201 or ADG S601, ADG S202 or ADG S606, ADG S219 or ADG S619

**Course 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 of preparing artwork electronically for printing. Normally offered fall and spring semesters.

**Course Number**
ADG-S712

Course Name
Packaging Design

Pre-requisites
ADG S201 or ADG S601 AND ADG S206 or ADG S606 AND ADG S219 or ADG S619 OR Instructor Permission.

Course Credits
3.00-

Description
Almost everything in our lives is packaged. Peas and automobile accessories, prescription medication, and pearls; virtually every product requires a wrapper, a skin, a form of transport, a package. What you see on store shelves is a result of a complex process, involving the collaborative efforts of graphic designers, package engineers, printers, stylists, photographers and merchandisers. Package design is a team endeavor because in an overcrowded marketplace, it is crucial to a product’s success and ultimately to the client’s bottom line. 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.

Course Number
ADG-S717

Course Name
Graphic Novel

Pre-requisites
ADF S101 and ADF S502 or portfolio review and instructor permission.

Course Credits
3.00-
Description

An introduction to comics and the graphic novel as a means of visual narrative and personal expression. The course will identify and examine some of the key principles that make this art form work. A deeper, working understanding of these principles will be gained by applying them to a series of specific narrative projects with stated objectives. Students will have the opportunity to experiment with different visual styles and a variety of materials as they work to develop a personal artistic voice.

Course Number

ADG–S720

Course Name

Drawing for Animation

Pre-requisites

ADF S102 OR ADF S502 AND ADF S156 OR ADF S556 AND ADG S213 OR ADG S613

Course Credits

3.00–

Description

In this course students will explore the animation process and the typical issues encountered while working in that medium. Beginning with the development of a story concept, the class will progress through storyboarding to character design and development, animating both on paper and the computer. The focus will be on bringing creative ideas to life through drawing, then manipulating characters and objects through space using the animation process. Students will learn to apply these principles whether the medium to be used is pencil, paint or the computer. By the end of the semester, students will be fully conversant with the principles and techniques of animation.

Course Number

ADG–S723

Course Name

Design for Sustainability

Pre-requisites
Take ADG-S207 or ADG-S607; or instructor’s consent

Course Credits

3.00-

Description

This studio will introduce students to various facets of ethics and environmental sustainability topics in graphic design. Students will explore trends and world conditions that call for ethical and sustainable design consideration. By learning to apply sustainable thinking and a pragmatic approach, students can expect to gain new insight into the design process and the relationships between humans and nature. Lifecycle assessment, planning, process, material evaluations, and client education will be covered with active discussions, individual and group projects, readings, written assignments, and guest speakers.

Course Number

ADG-S730

Course Name

Motion Graphics

Pre-requisites

ADG S219 or ADG S619 or ADFA S315 or Instructor approval

Course 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 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.

Course Number

ADG-S734
Course Name
Electronic Publication Design

Pre-requisites
ADG S601, ADG S607, and ADG S619

Course Credits
3.00-

Description
This course will focus on the skills necessary to create publications such as books, magazines, annual reports and catalogs. The goal of this course is three-fold: to further enhance the understanding of typography in regard to publications, to provide the skills and knowledge necessary to design publications in an electronic environment, and to integrate the students' own art and/or photography in their work. Normally offered Fall semester.

Course Number
ADG-S740

Course Name
Web Design II

Pre-requisites
Take ADG-S213 or ADG-S613; Course formerly titled: Multimedia

Course Credits
3.00-

Description
This course is intended as a continuation of the experience gained in Web Design I (ADG S213/ADG S613). The objective of the course is the development of advanced conceptual skills such as prototyping, usability testing, interactive philosophy, accessibility and project management. Students will further develop their professional multimedia skills through exposure to advanced action scripting, editing and streaming of digital video and sound techniques. Software that will be used during the class will include Dreamweaver, Flash and other professional level software tools. Normally offered spring semester.
Course Number
ADG-S748

Course Name
Advanced Illustration

Pre-requisites
ADG S214 OR ADG S614

Course Credits
3.00-

Description
This course focuses on the preparation of illustration for specific markets within the product development and publishing fields. Independent development and proficiency in a variety of media and the learning of different methods of preparing artwork for reproduction in traditional printed and/or digital environments will be covered. The continuation of the development of a personal sketchbook, a photo reference file and the shooting of photographs for research will be further explored. Normally offered spring semester. Studio elective

Course Number
ADG-S760

Course Name
Corporate Design

Pre-requisites
Take ADG–S202 or ADG–S602; Take ADG-S207 or ADG-S607;

Course 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. Studio elective

Course Number
ADG-S765

Course Name
Digital Photography

Pre-requisites

Course Credits
3.00-

Description

Often mixed with other media, photography has evolved into a major tool for use by the contemporary artist and designer. 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. The class is open all NESAD majors. Normally offered fall and spring semesters.

Course Number
ADG-S766

Course Name
Environmental Graphic Design

Pre-requisites

Course 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. Normally offered fall semester.

**Course Number**

ADG–S770

**Course Name**

Artist’s Books

**Pre-requisites**

Take ADG–S202 or ADG–S602; Take ADG–S207 or ADG–S607; Take ADF–S152 or ADF S552;

**Course Credits**

3.00–

**Description**

Books are vessels of information. They can present your graphic design, photography or fine arts, house a cherished collection, and even express non-linear thought. This class will cover traditional book design and construction techniques, as well as contemporary, non-traditional methods. Students will learn to blend design, craftsmanship and content to create books that are themselves works of art. This is a hands-on studio course intended for graphic design and fine arts majors. Normally offered spring and summer semesters.

**Course Number**

ADG–S805

**Course Name**

Advanced Typography Studio

**Pre-requisites**

ADG S201 OR ADG S601.
Course Credits
3.00-

Description
In this graduate studio, students will build on primary type skills and engage in advanced typographic problems utilizing both traditional and alternative methods. Students will also explore the conceptual attributes of type to better understand fundamental design issues. Topics will include hierarchy, communication vs. legibility, grids, layering and typographic translation. Open to graduate students only.

Course Number
ADG–S820

Course Name
Graphic Design Graduate Studio I

Pre-requisites

Course Credits
3.00-

Description
In this graduate studio, students will explore complex graphic design problems, particularly those that require a multi-disciplinary approach (print, web, signage, TV, etc.). The purpose of the course is to extend the student’s viewpoint beyond simple one-dimensional solutions and to encourage thoughtful and inventive programming as well as innovative problem-solving. One project will involve an institution or cultural entity, preferably of non-profit status. Normally offered Fall semester. Open to graduate students only.

Course Number
ADG–S822

Course Name
Graphic Design Graduate Studio II

Pre-requisites
ADG S820

Course 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 the client to more inventive and unique solutions. Considerable research will be involved and students will learn to recognize unique opportunities in the field. Open to graduate students only. Normally offered Spring semester.

Course Number
ADG–S842

Course Name
Graphic Design Thesis Studio

Pre-requisites
Take ADG 840

Course 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.

Course Number
ADG–S900
Course Name

Graphic Design Directed Studio

Pre-requisites

Program Directors consent required.

Course Credits

1.00–6.00

Description

The Student completes a directed Study project, either studio (ADG S900) or non-studio (ADG 900), 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 individual faculty member, the Graphic Design Program Director and the NESADSU Chairman.

Course Number

ADG–S902

Course Name

Italian Journal: Painting and Drawing on Paper

Pre-requisites

Course Credits

3.00–

Description

Florence, Italy and its environs will serve as the subject matter and catalyst in developing the ability to watercolor and 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 then outdoors in and around Florence, Tuscan hill towns, Rome and the Veneto, exploring basic illustration styles, methods, and techniques. Open to graduate students only. Summer semester

Master of Arts in Interior Design

MASTER OF ARTS IN INTERIOR DESIGN
The New England School of Art & Design at Suffolk University

The Master of Arts program in Interior Design is appropriate for those who possess an undergraduate degree and who are interested in extending their knowledge of the issues confronting the professional interior designer, as well as the design and research skills required of the successful practitioner. Graduate students may also supplement their coursework and gain exposure to international design trends and the European tradition of art, architecture, and culture through directed study in Italy and Spain.

The Master's in Interior Design is a CIDA-accredited professional level program consisting of a minimum of 30 credits of graduate study (level 700 or higher). The program is designed for those who have earned an undergraduate degree in a field not related to the visual arts (e.g., English, psychology, business, etc.) or who have earned an undergraduate degree in an area of the visual arts other than interior design (e.g., fine arts, graphic design, illustration, architecture, etc.). Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in interior design will be required to complete additional foundational (undergraduate equivalent) coursework, as determined by the interior design program director. If you have already completed an undergraduate degree in interior design, such as a BA or BFA, you may also be admitted to the program, but your course of study will vary considerably from that outlined here and will be determined on an individual basis by the program director.

Degree Requirements

Candidates for the master's degree must complete a course of study consisting of 30 to 99 credits, with a cumulative grade point average of 3.0 and a grade of “B” or better in all courses with a course code of 500 or higher. The faculty reserves the right to require the withdrawal of a student from a graduate program if in their professional estimation the probability of his/her success is doubtful. Such factors as academic performance, interest, effort, and suitability for the field enter into this judgment.

Applicants possessing undergraduate degrees in the visual arts (other than interior design) can often be exempted from the Foundation Program (30 credits), thus leaving 39 credits of foundational interior design coursework and 30 credits of graduate study (level 700 or higher) to complete. In such cases, completion of the MA in Interior Design will typically require two-and-one-half years of year-round (fall, spring, summer) study.

Those with undergraduate degrees in a field of study unrelated to the visual arts will generally be required to complete 69 credits of Foundation and foundational interior design study, as well as 30 graduate credits (level 700 or higher). Such students should expect to spend three-and-one-half years of year-round (fall, spring, summer) study in order to complete the degree. In either case, part-time study is an option.

Graduate students maintaining a full-time course load may enroll for a maximum of 12 credits.

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

Degree requirements are normally completed within five years after the start of graduate work.

Foundation Courses (30 Credits)
ADF S501 Foundation Drawing I
ADF S502 Foundation Drawing II
ADI S506 Interior Design Communications
ADI S508 Perspective and Rendering
ADI S510 Orthogonal Drawing
ADF S543 Color
ADF S5512-Dimensional Design
ADF S5523-Dimensional Design
ADF 581 Ideas of Western Art I
ADF 582 Ideas of Western Art II

**Foundational Interior Design Courses (39 Credits)**

ADI S601 Interior Design Studio I
ADI S602 Residential Design Studio
ADI 621 History of Furniture and Architecture I
ADI 622 History of Furniture and Architecture II
ADI S634 Introduction to Interior Design Theory
ADI 642 Interior Codes and Construction
ADI 644 Interior Materials and Finishes
ADI 654 Lighting
ADI S664 Advanced Interior Design Communications
ADI S603 Contract Design Studio I
ADI S604 Furniture Design and Detailing Studio
ADI S605 Contract Design Studio II
ADI 652 Environmental Systems

**Master of Arts Courses (9 Credits)**

ADI 700 Interior Design Internship
ADI S772 Construction Documents
ADI 784 Interior Marketing and Contracts

**Electives (3 Credits)**

ADI 706 Portfolio
ADI 713 Advanced 3-Dimensional Color
ADI S805 Form Study and Model Making
ADI S830 Digital Visualization Studio
ADI S835 History of Interior Architecture
ADI 837 Sustainable Design for Interiors

**Professional Track Courses (18 Credits)**

Prior to enrollment in Thesis Research (ADI 840), MA candidates must choose one of the following professional tracks:

**Healthcare/Institutional Track**

ADI S810 Advanced Lighting Design Studio
ADI S815 Advanced Human Factors and Universal Design Studio
ADI S820 Advanced Materials and Methods Studio: Detailing and Structures for Interior Designers
ADI 840 Thesis Research
ADI S842 Thesis
ADI 844 Thesis Documentation

Commercial Track
ADI S810 Advanced Lighting Design Studio
ADI S815 Advanced Human Factors and Universal Design Studio
ADI S820 Advanced Materials and Methods Studio: Detailing and Structures for Interior Designers
ADI 840 Thesis Research
ADI S842 Thesis
ADI 844 Thesis Documentation

Hospitality/Retail Track
ADI S810 Advanced Lighting Design Studio
ADI S815 Advanced Human Factors and Universal Design Studio
ADI S825 History and Style Studio
ADI 840 Thesis Research
ADI S842 Thesis
ADI 844 Thesis Documentation

Residential Track
ADI S810 Advanced Lighting Design Studio
ADI S815 Advanced Human Factors and Universal Design Studio
ADI S825 History and Style Studio
ADI 840 Thesis Research
ADI S842 Thesis
ADI S844 Thesis Documentation

**Thesis** The master’s program culminates in a final thesis project, based on an original idea associated with a student’s selected program track. The thesis project explores the idea through the venue of an interior design building project that is focused by an aspect of design theory and aesthetics. Thesis Research (ADI 840), Thesis (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. Successful completion of Thesis is likewise a prerequisite for enrollment in Thesis Documentation.

**Portfolio Review**
MA candidates who need to complete Foundation or foundational interior design coursework will be subject to the same policies regarding regularly scheduled portfolio reviews as are undergraduate students.

**Application Requirements**
To be considered for admission to the Master of Arts program in Interior Design, the applicant must hold a bachelor’s degree from an accredited college or university, and must complete the application requirements. No standardized test is required for admission to the Master of Arts program in Interior Design. International students must also take the TOEFL and provide a statement of financial resources.
Applicants must also submit a portfolio consisting of 12 to 15 pieces of recent, original artwork demonstrating both technical competency and creative ability. Applicants with prior studio background who are seeking exemption from Foundation or foundational interior design coursework should submit a significantly more extensive portfolio. All portfolios are reviewed by the graduate faculty to determine subject matter competency. Personal interviews are recommended and are conducted by appointment only. Portfolios may be submitted during the personal interview, in either original or slide form. Applicants who are unable to appear in person should submit their portfolios in slide form or on CD–ROM. Do not mail original artwork, as Suffolk University cannot accept responsibility for loss or damage.

Applicants without a portfolio are advised to complete Foundation Drawing I (ADF S101) and 2-Dimensional Design (ADF S151) as continuing education students. A grade point average of 3.0 (“B”) or better for these two courses is required. If the applicant is subsequently accepted, the credit for these courses may be applied toward degree requirements. A maximum of 30 credits earned as a continuing education student can be applied toward graduate degree program requirements. All other admission requirements, including an interview with the Interior Design Program Director, apply.

Please note: An applicant who has an undergraduate baccalaureate degree in any field may apply only to the graduate program and is not eligible to apply to the BFA Program in Interior Design.

Please note: Exceptionally well-qualified candidates for admission, who lack only a portfolio, may apply to the Pre-Graduate Summer Program (PGSP), which is designed to provide the content of five Foundation courses in one 10-week summer session. Successful applicants will be conditionally admitted to the MA in Interior Design program, will attend class four full days a week, and will earn credit for Foundation Drawing I (ADF S101), Color (ADF S143), 2- and 3-Dimensional Design (ADF S153), and Perspective and Rendering (ADI S108). Applications for the Pre-Graduate Summer Program may be obtained from the Office of Graduate Admission or from NESADSU. Such application forms must be submitted together with a completed Graduate Application for Admission and all supporting documentation (transcripts, letters of recommendation, etc.) no later than April 1.

Due to the competitive nature of the program and the time involved in evaluating portfolios, applicants must have their completed applications in to the graduate admission office by May 15 (for fall semester admission) or November 1 (for spring admission). After those dates, applications will be reviewed on a space available basis.

For more information, please contact:

Karen Clarke Interior Design Co-Program Director Tel: (617) 994–4293 Fax: (617) 994–4250 email: kclarke@suffolk.edu

Course Descriptions

**Course Number**

ADI–621

**Course Name**
History of Furniture & Architecture I

Pre-requisites

Course 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. Normally offered each semester.

Course Number

ADI-622

Course Name

History of Furniture & Architecture II

Pre-requisites

ADI 221 or ADI 621.

Course 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.

Course Number

ADI-642
Course Name

Interior Codes & Construction

Pre-requisites

Prerequisite: ADI S110 or S510

Course 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. Normally offered fall and spring semesters.

Course Number

ADI-644

Course Name

Interior Materials & Finishes

Pre-requisites

Intended for majors only

Course Credits

3.00-

Description

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes uses 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. Normally offered each semester.

**Course Number**

ADI-652

**Course Name**

Environmental Systems

**Pre-requisites**

ADI 242 or ADI 642.

**Course 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. Normally offered fall and spring semesters.

**Course Number**

ADI-654

**Course Name**

Lighting

**Pre-requisites**

Prior drafting or CAD experience recommended

**Course 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. Normally offered each semester.

Course Number

ADI-700

Course Name

Interior Design Graduate Internship

Pre-requisites

ADI S202 OR S602 AND ADI S303 OR S603

Course 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 120 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. Normally offered Spring and Summer semesters. ECR

Course Number

ADI-706

Course Name

Portfolio

Pre-requisites
Course Credits
3.00-

Description
This course teaches students how to develop a professional portfolio. Students will investigate overall development of portfolio content, substance, and design through a variety of hands-on exercises including digital and mock-up layout techniques; methods of documenting and archiving work; presentation formats; design influence investigation, and more.

Course Number
ADI-713

Course Name
Advanced 3-Dimensional Color

Pre-requisites
ADF S143 or ADF S543

Course 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.

Course Number
ADI-784

Course Name
Interiors Marketing & Contracts

Pre-requisites
Course 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. Normally offered Fall and Spring semesters.

Course Number

ADI-835

Course Name

History & Theory of Interior Architecture

Pre-requisites

ADI 621 OR ADI 221 AND ADI 222 OR ADI 622

Course 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. Normally offered Fall semester. Open to graduate students only.

Course Number

ADI-837
Course Name
Sustainable Design

Pre-requisites
ADI S202 OR S602, ADI S303 OR S603, ADI S304 OR S604, ADI S305 OR S605, ADI S242 OR S642 AND ADI S352 OR S652

Course Credits
3.00-

Description
The design community, along with society as a whole, has become aware that a new, more biofriendly approach to interior 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 conservant with both the design strategies and building technologies associated with environmentally responsible structures and spaces. This course is designed to acquaint students with the implementation strategies for such design, through a series of lectures case studies, and projects. Incorporating readings from Thoreau to William McDonough, students will gain an understanding of the historical and practical aspects of green design and its effects on societal norms. Open to graduate students only. Offered alternate semesters.

Course Number
ADI-840

Course Name
Interior Design Thesis Research

Pre-requisites
Open to graduate students only

Course Credits
3.00-

Description
Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, program the project, select a site, and
begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis for design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and its justification. Normally offered each semester.

**Course Number**

ADI-844

**Course Name**

Interior Design Thesis Documentation

**Pre-requisites**

ADI S842 Open to graduate students only

**Course 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.

**Course Number**

ADI-900

**Course Name**

Interior Design Graduate Directed Study

**Pre-requisites**

Open to graduate students only. Consent of Program Director required.
Course 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.

Course Number
ADI-S506

Course Name
Interior Design Communications

Pre-requisites
ADF S101 or ADF S501; and ADI S108 or ADI S508

Course 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. Normally offered each semester.

Course Number
ADI-S508

Course Name
Perspective & Rendering

Pre-requisites
Prior or concurrent drawing experience

Course 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. Normally offered each semester.

Course Number
ADI-S510

Course Name
Orthogonal Drawing

Pre-requisites
ADI S108 OR ADI S508

Course 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. Normally offered each semester.

Course Number
ADI-S601

Course Name
Interior Design Studio I

Pre-requisites
ADF S152/S552, ADF S143/S543, ADI S110/S510 or ADI S106/S506

Course 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. Normally offered each semester.

Course Number
ADI-S602

Course Name
Residential Design Studio

Pre-requisites
ADI S201 or ADI S601 AND ADF S102 OR ADF S502

Course 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. Normally offered each semester.

Course Number
ADi-S603

Course Name
Contract Design I

Pre-requisites
ADF S102 or S502, ADI S201 or S601, ADI 242 or 642, and ADI S264 or S664

Course 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. Normally offered Spring and Summer semesters.

Course Number
ADi-S604

Course Name
Furniture & Detailing Studio

Pre-requisites
ADI S201 or S601 and ADI S264 or S664.

Course 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. Normally offered Fall and Spring semesters.
Course Number
ADI-S605

Course Name
Contract Design Studio II

Pre-requisites
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.

Course 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. Normally offered Fall and Summer semesters.

Course Number
ADI-S664

Course Name
Advanced Interior Design Communications

Pre-requisites
ADI S110 or ADI S510.

Course 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. Normally offered each semester.

**Course Number**

ADI-S766

**Course Name**

Environmental Graphic Design

**Pre-requisites**

ADI S772

**Course 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.

**Course Number**

ADI-S772

**Course Name**

Construction Documents

**Pre-requisites**

ADI S110 or ADI S510, ADI S201 or ADI S601

**Course Credits**
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. Normally offered each semester.

Course Number

ADI-S805

Course Name

Form Study & Model Making

Pre-requisites

ADG S151 OR ADF S551

Course Credits

3.00-

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. Normally offered Fall and Spring semesters.

Course Number

ADI-S810

Course Name

Advanced Lighting Design Studio

Pre-requisites

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654
Course 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. Normally offered Fall and Spring semesters.

Course Number

ADI-S815

Course Name

Human Factors & Universal Design

Pre-requisites

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. Open to graduate students only

Course 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. Normally offered Fall semester.

Course Number

ADI-S820

Course Name

Advanced Materials & Methods Studio
Pre-requisites
ADI 242/642, ADI 244/644, ADI S303/S603, ADI S305/S605, and ADI 352/652. Open to graduate students only.

Course 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. Normally offered Spring semester.

Course Number
ADI–S825

Course Name
History & Style Studio

Pre-requisites
ADI 221/621, ADI 222/622, ADI S303/S603, and ADI S305/S605. Open to graduate students only.

Course 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. Normally offered Spring semester.
Course Number
ADI-S830

Course Name
3-D Visualization Studio

Pre-requisites
ADI S372/S772. Open to graduate students only.

Course 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. Normally offered Fall and Spring semesters.

Course Number
ADI-S842

Course Name
Interior Design Thesis Studio

Pre-requisites
ADI 840

Course Credits
3.00-

Description
The NESADSU MAID thesis follows completion of Thesis Research (ADI 840) and comprises an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design to detailing and must demonstrate the student’s understanding of the historical, technological and aesthetic parameters of interior design. The
final thesis project is comprised of an interior design project and a written statement. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Open to graduate students only. Normally offered each semester.

Course Number

ADI-S900

Course Name

Interior Design Directed Studio

Pre-requisites

Approval of Program Director and NESADSU Chairman

Course 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.

Master of Science in Computer Science

MASTER OF SCIENCE IN COMPUTER SCIENCE

Department of Computer Science

The Master of Science in Computer Science (MSCS) program offers a strong applied component in Networks and Databases while providing a thorough grounding in the fundamental concepts of Computer Science. This emphasis on applications is rare among graduate programs in the Boston area.

Conveniently located, especially for part-time students who work in Boston, this program offers advantageous flexibility and currency. State-of-the-art courses will prepare successful students to be productive in varied business and industrial settings.

Our graduate program is designed to enable computer professionals to advance to a higher level of professional activity (including graduate school) while also providing a practical way for people not yet trained in computer science to enter this exciting field.

Degree Requirements

Depending on their backgrounds in mathematics and computer science, candidates for the MSCS degree must complete 10 to 18 courses (as described below). Each of the undergraduate level
Foundational Courses described below must be either taken and passed here at Suffolk or waived because of equivalent work completed elsewhere. A minimum of 8 graduate level courses (as described below) must be completed after prerequisites have been satisfied. To qualify for graduation, each candidate must achieve at least a 3.00 cumulative GPA and, in addition, must achieve at least a 3.00 GPA in the courses that apply directly to the degree. That set of courses will consist of all graduate level computer science courses taken at Suffolk while enrolled in our MSCS program (at least 8, as described below), together with at most two Foundational computer science courses, all numbered 604 or higher.

A full–time course load is 3 courses per term.

The courses fall into the following four categories:

**Foundational Mathematics**

CMPSC M611 Math for Scientists and Engineers

CMPSC M612 Discrete Mathematics

**Foundational Computer Science**

CMPSC 601 Intermediate Programming

CMPSC 602 Assembly Language and Computer Structure

CMPSC 603 Data Structures and Algorithms

CMPSC 604 Architecture of Computer Systems

CMPSC 605 Operating Systems

CMPSC 606 Organization of Programming Languages

CMPSC 607 Intro to Database Systems

CMPSC 608 Object–Oriented Programming

Foundational courses are undergraduate courses normally taken by computer science majors. Well–prepared students may waive Foundational courses that they have completed at an accredited university with a grade of “B” or better.

**Required Core Computer Science Courses**

CMPSC 623 Analysis of Algorithms

CMPSC 641 Advanced Databases

CMPSC 665 Compilers

CMPSC 667 Advanced Computer Architecture

The Required Core Computer Science courses are graduate level courses designed to provide the necessary depth of understanding in key areas of computer science.
**Required Applied Computer Science Courses**
With the help of your Academic Advisor, select four courses with course numbers greater than or equal to 620. These courses are intended to provide students with advanced knowledge, skills and techniques in a variety of critical areas.

The Required Applied Computer Science courses are graduate level courses designed to provide students with advanced knowledge, skills, and techniques in a variety of critical areas; hence, the list of such courses will change as needed to reflect current industrial needs and trends.

**Computer Science Electives**
The Computer Science Electives can be fulfilled by taking any two Computer Science courses numbered higher than 620. Also, any two Foundational Computer Science courses at or above the level of CMPSC 604, which have been completed at Suffolk University with grades of at least “B,” could be used as Computer Science Electives.

**Departmental Review**
A student who enters our MSCS program needing to take a substantial number of Foundational courses will be subject to a departmental review process to determine the feasibility of continuing in the program if his or her cumulative grade point average (GPA) in the Foundational courses falls below 3.3. Graduate students above the Foundational level must maintain a GPA of at least 3.0.

**Interim Credential**
Any student who enters our MSCS program without an undergraduate degree in computer science, after completing the Foundational courses described above, may be eligible to receive a Certificate of Computer Science Studies described below.

**Co-Op and Financial Aid**
Our graduate students are encouraged to explore various co-op opportunities after their first year of study. A well prepared candidate, taking a co-op assignment during the second year of study, can comfortably earn the MSCS degree in four semesters. In addition, qualified graduate students can apply for Teaching Fellowships and work assignments in the CS Labs, the Web Resource Center and the MATH/CS Support Center. We also have a limited number of partial tuition scholarships.

**Certificate of Computer Science Studies**
Candidates for the Certificate of Computer Science Studies must complete all of the Foundational mathematics and computer science courses listed above. Six or more of these courses must be completed at Suffolk University. If more than four Foundational courses have been waived, then other graduate computer science courses may be applied towards the certificate. Candidates for the Certificate of Computer Science Studies must have a cumulative GPA of at least 3.0.

**Application Requirements**

**Application Materials**
All applicants to the MSCS program, except for Suffolk University students in our combined BS/MS Degree Program in Computer Science, must obtain a bachelor’s degree from an accredited college or university prior to starting our program. Applicants must submit a completed graduate application form, a detailed resumé, official transcripts from all colleges and universities attended, and at least two letters of reference. These materials should all be sent to the Suffolk University Office of Graduate Admission. In order to be considered for financial aid, applicants are urged to submit GRE scores also. International students are required to submit TOEFL scores and a statement of financial resources.
Admission Requirements
Optimally, a candidate admitted to this program should have an undergraduate background in computer science and mathematics. Without such preparation, an applicant can be considered for admission provided he or she has the necessary background to take the Undergraduate Level Foundational courses listed below. The prerequisite for these Foundational courses is a good working knowledge of calculus, at the level of our MATH 165–166, and a rigorous course in C, C++, or Java programming, equivalent to our CMPSC 600.* We normally offer these basic courses each semester.

*As a general rule, it is quite unrealistic to contemplate a career in computer science before one has successfully completed these three critical, basic courses.

Faculty

Professors: Cohn, Ezust, Stefanescu (Graduate Program Director)

Associate Professor: Zinoviev

Assistant Professors: Xu, Zhang

Senior Lecturers: Hinnawi

Course Descriptions

Course Number

CMPSC-F600

Course Name

Computer Science

Pre-requisites

Prior coursework in computer programming.

Course Credits

3.00–

Description

This is a rigorous introduction to computer science in Java with an emphasis on problem solving, structured programming, object-oriented programming, and graphical user interfaces. Topics include expressions, input/output, control structures, intrinsic data types, classes and methods, iteration, top-down programming, arrays, graphical user interfaces, and elements of UML. Normally offered each semester.
Course Number

CMPSC-F601

Course Name

Intermediate Programming

Pre-requisites

CMPSC F131 or CMPSC F600

Course Credits

3.00

Description

The second course in Java programming emphasizes object-oriented programming, data structures and algorithms, and programming techniques. Topics include inheritance, polymorphism, exception handling, recursion, simple data structures (linked lists, stacks, queues, trees), sorting, searching, and files. Students learn how to use debugging and documentation tools. Normally offered each semester.

Course Number

CMPSC-F602

Course Name

Assembly Language

Pre-requisites

CMPSC F132 or F601 (which may be taken concurrently)

Course Credits

3.00

Description

Introduction to computer architecture and machine language programming, internal representation of data and programs and assembly language programming. Machine and assembly language implementations of constructs from higher-level languages such as C
(including recursion and floating point arithmetic) are studied.

**Course Number**

CMPSC-F603

**Course Name**

Data Structures & Algorithms

**Pre-requisites**

CMPSC F601 or CMPSC F132

**Course Credits**

3.00-

**Description**

Includes topics such as strings, stacks, queues, lists, trees, graphs, sorting, searching, hashing, dynamic storage allocation and analysis of algorithms. Most programming will be done in the C language.

**Course Number**

CMPSC-F604

**Course Name**

Introduction to Computer Architecture

**Pre-requisites**

CMSPSC F132 or CMPSC F601 and CMPSC F253 or CMPSC F602

**Course Credits**

3.00-

**Description**

This course deals with the structure and operation of the major hardware components of a computer. Topics include basic logic design, basic datapath construction, basic pipelining, I/O system design, issues in memory hierarchy, and network interface design.
Course Number
CMPSC-F605

Course Name
Operating Systems

Pre-requisites
CMPSC F353 or CMPSC F604 and CMPSC F265 or CMPSC F603.

Course Credits
3.00-

Description
This course presents an overview of modern operating systems, from the points of view of an application developer and of a system developer. It covers process management, scheduling, concurrency management, multi-threading, memory management, and file system organization. Intensive programming assignments in the C language and in an assembly language help students to learn the POSIX application programming interface (API) and the low-level organization of a general-purpose operating system. Students need a strong working knowledge of C or C++. Normally offered each spring.

Course Number
CMPSC-F606

Course Name
Organization of Program Languages

Pre-requisites
CMPSC F253 and CMPSC F265 or CMPSC F602 and CMPSC F603

Course Credits
3.00-

Description
An introduction to functional programming and to the meaning and implementation of various programming language features. The course begins with a brief introduction to the Scheme language, which is then used to write interpreters for small languages that contain features typical of larger, more realistic languages.

**Course Number**

CMPSC–F607

**Course Name**

Introduction to Database Systems

**Pre-requisites**

CMPSC F265 or CMPSC F603 and MATH 282 or CMPSC M612

**Course Credits**

3.00–

**Description**

Introduction to the purpose and nature of database systems. Topics covered include major database models, relational database design, internals of database systems, concurrency control and recovery.

**Course Number**

CMPSC–F608

**Course Name**

Object Oriented Programming

**Pre-requisites**

CMPSC F601 and CMPSC F603, which may be taken concurrently

**Course Credits**

3.00–

**Description**
Object-Oriented Programming in C++ is taught using Trolltech’s multi-platform Qt library and other open-source libraries and tools. Emphasis is placed on program design and code re-use. Topics include: encapsulation, inheritance and polymorphism, UML, refactoring, parent–child relationships, properties, event–driven programming, test cases, regular expressions, constraints, XML, design patterns, and graphical user interfaces. We deal with some operating system and programming environment issues and also with code packaging. C++ is a very large language, so we do not attempt to cover it all. Instead we work with a carefully selected subset of language elements that permits students to exploit the powerful Qt libraries and write robust, idiomatic, and interesting code. By the end of the course, the student should have a good command of C++, facility using and building libraries, an understanding and appreciation of the design patterns that we covered, and a well-established discipline of refactoring and code reuse. Normally offered each semester.

Course Number

CMPSC–F609

Course Name

Java Enterprise Technology

Pre-requisites

CMPSC F608

Course Credits

3.00–

Description

This course is designed to be a comprehensive overview of the Java language. Students will understand exactly what Java is and how to build, compile, and distribute effective standalone Java applications and applets using the Java 2 Software Development Kit (Java2 SDK). Topics include Java data structures and control models, AWST and SWING graphical user interface (GUI), Java Collection Framework, Multithreading, and Java Internationalization support. The course also covers JavaBean, Model–View–Control (MVC), Java database programming, Java Servlet technology, JavaServer Pages (JSP) technology, and Remote Method Invocation (RMI). After taking this course, the student will be familiar with a popular Java IDE (Netbeans, Eclipse, or JBuilder) and capable of designing and implementing large projects. Some knowledge of databases and/or networks is very helpful. Normally offered each year

Course Number

CMPSC–F615

Course Name
Software Engineering

Pre-requisites

Course Credits
3.00-

Description
This course introduces the fundamental principles of software engineering. Requirement specification and life cycles are emphasized. Topics include requirements analysis and specification, analysis and design, architecture, implementation, testing and quality, configuration management. Professional ethics considerations will be explored and emphasized throughout the course. Normally offered each year.

Course Number
CMPSC-F623

Course Name
Analysis of Algorithms

Pre-requisites
Foundational courses, CMPSC F603 and CMPSC M612

Course Credits
3.00-

Description
Basic techniques of design for sequential, parallel and probabilistic algorithms including divide and conquer, greedy method, dynamic programming, etc.

Course Number
CMPSC-F633

Course Name
Software Engineering
Pre-requisites

Foundational Courses, especially CMPSC-F608 or permission of instructor

Course Credits

3.00–

Description

Course dealing with issues concerning long term, large scale programming projects: problem specification, system design, documentation, testing and maintenance, software environments.

Course Number

CMPSC-F635

Course Name

Advanced Operating Systems

Pre-requisites

Foundational Courses and CMPSC F605

Course Credits

3.00–

Description

This course is intended to be a continuation of CMPSC 605. The emphasis is on modern classes of operating systems, such as network–oriented and distributed OS, real–time OS, secure and trusted OS, etc. Classic textbooks and research papers will be used. Programming exercises will focus on the development of system programming skills in Linux and QNX environments.

Course Number

CMPSC–F641

Course Name

Advanced Databases
Pre-requisites
CMPSC F607

Course Credits
3.00-

Description
Data models, query languages, query optimization, concurrency control, recovery and distributed databases.

Course Number
CMPSC-F642

Course Name
Special Topic

Pre-requisites
CMPSC F604, CMPSC F605, and CMPSC F671

Course Credits
3.00-

Description

Course Number
CMPSC-F643

Course Name
Intermediate Computer Graphics

Pre-requisites
Instructor’s permission required.

Course Credits
3.00–

Description

This course is an introduction to the basic concepts of computer graphics (both 2D and 3D). It covers scan conversion algorithms, graphics hardware, geometrical transformations, projections, computer–user interaction, curve and surface modeling, the theory of light and color, and selected 3D topics (such as shading, hidden surface removal and geometric modeling). Students taking this course are expected to do a fair amount of graphics programming in the X–windows environment. Offered as the need arises.

Course Number

CMPSC–F665

Course Name

Compilers

Pre–requisites

Foundational courses and CMPSC F606

Course Credits

3.00–

Description

Basic techniques in lexical analysis, parsing, storage allocation, translation systems, code generation and optimization.

Course Number

CMPSC–F667

Course Name

Computer Architecture

Pre–requisites

Foundational courses, CMPSC F604
Course Credits
3.00-

Description
Architecture of sequential and parallel computers including topics in data path design, memory organization, instruction set design, pipelining, super-computers and parallel computers.

Course Number
CMPSC-F671

Course Name
Networks

Pre-requisites
Foundational courses, and CMPSC F605.

Course Credits
3.00-

Description
Network topologies, ISO reference model, physical network layer, data-link layer, communication layer and routing, transport and session layers, transport protocols, network security and privacy, distributed network applications.

Course Number
CMPSC-F672

Course Name
Multimedia Networking

Pre-requisites
Take CMPSC F671

Course Credits
Description

The course will cover concepts that underlie the transport of continuous media across the Internet. Emerging networked multimedia applications will be surveyed, along with audio and video coding and compression techniques. Network service requirements of streaming and interactive real-time applications.

Course Number

CMPSC-F673

Course Name

Parallel Processing

Pre-requisites

Foundational courses or permission of instructor.

Course Credits

3.00–

Description

Topics in programming models, architectures, algorithms and compilation techniques for parallel computers.

Course Number

CMPSC-F675

Course Name

Wireless Networking

Pre-requisites

CMPSC F671

Course Credits

3.00–
Description

This course focuses on wireless networking technologies and mobile computing principles from the viewpoint of a computer scientist. Wireless communications, wireless networking, mobility management technologies, and protocols for wireless LANs and WANs will be surveyed. Selected mobile computing models, service discovery architectures, and mobile application development environments will be evaluated. Intermediate programming projects and problem-sets will be assigned. A significant term project involving an investigation and the development of a prototype will also be completed.

Course Number

CMPSC-F677

Course Name

Computer and Network Security

Pre-requisites

CMPSC F671, or a familiarity with IP networks and Unix/Linux programming, or permission of the instructor

Course Credits

3.00-

Description

This graduate-level course is an introduction to the fundamentals and practice of computer and networking security, with a focus on the current state of networking security issues including attack and defenses. The topics of this course include cryptography (including ciphers, hashes, key exchange), basic security services (integrity, availability, confidentiality, etc.), typical attacks on networks (such as denial of service attacks, viruses, and worms) and defense mechanisms (such as firewalls, intrusion detection), common security protocols (such as IPSec, SSL, and Kerberos), the security and privacy of various applications (such as Web, DNS, email, Voice Over IP, and P2P), secure wireless networks (especially mobile ad-hoc networks). Grades will be based on class participation, homework, exams, and a course project.

Course Number

CMPSC-F679

Course Name
Network Design

Pre-requisites

Course Credits
3.00–

Description

Hands-on, lab oriented course in the typical designs, architectures, and protocols of computer networks including routers and end-systems in the areas of single segment IP networks, multiple segment IP networks and static routing, dynamic routing protocols (RIP, OSPF and BGP), LAN switching, transport layer protocols such as UDP and TCP, NAT, DHCP, DNS, and SNMP. Prerequisite: CMPSC671 or permission of the instructor.

Course Number

CMPSC-F685

Course Name

Independent Study

Pre-requisites

instructor’s consent.

Course Credits

1.00– 6.00

Description

Guided study on a topic at an advanced level.

Course Number

CMPSC-M611

Course Name

Math for Scientists and Engineers
Pre-requisites
MATH 166

Course Credits
3.00-

Description
Topics mostly selected from the following list: complex numbers (i, arithmetic, Euler phi function, DeMoivre's theorem, roots of unity); elementary computational linear algebra (matrices: addition, scalar multiplication, multiplication, adjoint, transpose, inverse, rank, Gaussian elimination, Cramer's rule, linear functions, transformations of 2 and 3 space; vectors: definition, addition, subtraction, dot product, cross product, basis vectors, change of bases, eigenvalues, eigenvectors); combinatorics (counting principles, permutations and combinations); finite probability (basic definitions, sample spaces, events, probabilities of unions and intersections). Normally offered once per year.

Course Number
CMPSC-M612

Course Name
Discrete Mathematics

Pre-requisites
CMPSC M611 or MATH 281

Course Credits
3.00-

Description
Topics mostly selected from the following list: Logic and set theory, elementary number theory, relations and functions and their properties (equivalence relations, partial order relations, recurrence relations and their solutions); computational complexity of algorithms (big O notation); graphs and their properties (isomorphisms of graphs, Euler and Hamilton paths, shortest path problem, graph coloring) trees (tree traversal, minimum spanning trees); finite state machines; methods of proof (proof by induction, proof by contradiction). Normally offered at least once each year.

Master of Science in Crime and Justice Studies
MASTER OF SCIENCE IN CRIME AND JUSTICE STUDIES

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

The Crime and Justice Studies Program is housed within the sociology department, situating the study of crime and justice within one of its foundational disciplines. This allows for an emphasis on the theoretically rich field of crime and justice and on issues of critical importance to criminal justice, such as ethics, class, race and gender, organizations, communities, and family systems.

Degree Requirements

Ten courses (thirty semester hours), as indicated below. All courses are three semester hours. A full-time course load is 12 credit hours per term.

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

Students can gain academic credit (CJ 786–788) and experience in the field through one of a wide range of internships. A master’s thesis is not required but is encouraged for qualified students. Students may receive up to six credits for thesis research and writing (CJ 723–724).

Full-time students can complete the program in twelve months.

Joint Degrees

(See the Joint Degree section of this catalog for more information)

- Juris Doctor/Master of Science in Crime and Justice Studies
- Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling
- Master of Science in Crime and Justice Studies/Master of Public Administration

Academic Standing

To receive the degree, candidates must have a cumulative grade point average of “B” (3.0). Upon completion of a semester, should a student’s cumulative grade point average fall below 3.0, the student is subject to an academic warning. If a student’s cumulative grade point average falls below 3.0 for two consecutive semesters and/or if the student receives two “C” grades, the student may be subject to dismissal from the program. No student may carry more than two grades of incomplete at any one time (exclusive of incomplete grades for thesis research and writing) unless the student has approval from the program director.

Required Core Courses (12 Semester Hours)

CJ 681 Crime and Communities
CJ 701 Seminar in Crime and Justice Studies
CJ 702  Research Methods in Crime and Justice Studies
CJ 709  Crime and Justice Studies Quantitative Analysis

**Option Requirements (9 Semester Hours)**

CJ 657 Perspectives on Drug Policy
CJ 683 Policing in America
CJ 685 Seminar in Corrections
CJ 686 Seminar in Juvenile Justice
CJ 687 Justice and the Community Courts
CJ 688 Restorative Justice
CJ 690 Substance Abuse in Criminal Justice
CJ 691 Intimate Violence and Sexual Assault
CJ 692 Criminal Justice Policy
CJ 694 Critical Victimology
CJ 695 Special Topics in Crime and Justice Studies
CJ 704 Legal Issues in the Criminal Justice System
CJ 705 Race, Class, Gender, and Justice
CJ 708 Ethical Issues in the Criminal Justice Professions
CJ 783 Practicum in Crime and Justice Studies I
CJ 784 Practicum in Crime and Justice Studies II
CJ 786 Internship in Crime and Justice Studies I
CJ 787 Internship in Crime and Justice Studies II
CJ 788 Internship in Crime and Justice Studies III
CJ 800 Independent Study in Crime and Justice Studies

**Free Electives (9 Semester Hours)**

Students may elect to take three courses from within the MSCJS program or approved graduate electives within the areas of public administration; mental health counseling; psychology; human services; communications and government.

**Concentration Options**

Students who elect to pursue the following concentration must use a combination of option requirements and free electives to fulfill the following requirements:
Victim Advocacy Concentration (12 Semester Hours)

Choose 4 courses with the help of your advisor. The first three courses are highly recommended.

CJ 688 Restorative Justice
CJ 691 Intimate Violence and Sexual Assault
CJ 694 Critical Victimology
CJ 783/786 Practicum or Internship in the Victim Advocacy Field
EHS 713 Counseling: Theory and Practice
EHS 751 Domestic Violence Abuse and Neglect

Application Requirements

Transfer Credits
In some cases, transfer credits (not more than 6 credits) from other graduate degree programs in Crime and Justice or related fields may be accepted. Students interested in transferring graduate credits should speak with the director of the program and Graduate Admissions.

Requests for acceptance of graduate transfer credits must be made at the time of matriculation into the Master of Science in Crime and Justice Studies program. Only courses in which students have received a grade of “B” or better will be considered for acceptance.

Financial Aid
Graduate fellowships and assistantships are available to full-time and part-time graduate students who meet various criteria for receiving financial aid. In order to be considered for these and other forms of assistance such as grants and loans, candidates should submit their application for Fall Semester admission to the Office of Graduate Admission by March 15 and their financial aid application to the Financial Aid Office by April 1.

Faculty

Professor: Spitzer, Boyes–Watson
Associate Professors: Morton (Program Director), Norton–Hawk (Internship Program Director), Ptacek, Wiltz (Chair)
Assistant Professors: Gebo, Mann–Deibert
Lecturers: Benedetti, Bresler, Bruce, Chapman, Christley, Curtin, Hayes, Loughran

Master of Science in Crime and Justice Studies Courses

Course Number

CJ–657

Course Name
Perspectives on Drug Policy

Pre-requisites

Course Credits
3.00-

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

Course Number
CJ–681

Course Name
Crime and Communities

Pre-requisites

Course 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.
Course Number
CJ–683

Course Name
Policing in America

Pre-requisites

Course Credits
3.00–

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

Course Number
CJ–685

Course Name
Seminar in Corrections

Pre-requisites
3 credits

Course 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.
Course Number
CJ–686

Course Name
Seminar in Juvenile Justice

Pre-requisites

Course 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.

Course Number
CJ–688

Course Name
Restorative Justice

Pre-requisites

Course 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.

**Course Number**

CJ-691

**Course Name**

Intimate Violence & Sexual Assault

**Pre-requisites**

**Course 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.

**Course Number**

CJ-692

**Course Name**

Criminal Justice Policy

**Pre-requisites**

**Course 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.

**Course Number**

CJ–694

**Course Name**

Critical Victimology

**Pre-requisites**

**Course Credits**

3.00–

**Description**

Victimology is the study of crime victims. In the history of criminology and criminal justice, this has been a surprisingly neglected topic. This course investigates the relationship between victims of crime and offenders; the harms suffered by crime victims; recovery from victimization; and the response to crime victims by criminal justice institutions and the helping professions. Critical attention will also be given to victimization occurring within criminal justice institutions as in the case of rape in prisons. Recent changes in criminal justice responses to victims of child abuse, violence against women, and hate crimes will also be addressed. Topics will also include the public reaction to crime victims and recent organizing around victim’s rights.

**Course Number**

CJ–695

**Course Name**

Special Topics

**Pre-requisites**

3 credits
Course 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.

Course Number
CJ–701

Course Name
Seminar in Crime & Justice

Pre-requisites

Course 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.

Course Number
CJ–702

Course Name
Research Methods

Pre-requisites
Course 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.

Course Number

CJ-704

Course Name

Legal Issues in Criminal Justice System

Pre-requisites

Course Credits

3.00-

Description

An examination of the criminal law and legal institutions as they shape the workings of the criminal justice system and influence the decisions of criminal justice practitioners. Basic elements of the criminal law and legal system are explored as part of the working environment of police, prosecutors, defense attorneys, judges, probation and parole officers, correctional personnel, advocates, and others who play an official role in the social drama of crime and punishment. Case studies illustrate the possibilities and limitations of the criminal law and its organizational components as a framework for achieving justice, social control and social change.

Course Number

CJ-705

Course Name

Class, Race, Gender & Justice
Pre-requisites

Course Credits
3.00-

Description
An in-depth examination of the inequalities within the criminal justice system and its relationship to structural inequalities within the wider society. This course will examine the theoretical and empirical debates on the disparities in law and justice based on race, class and gender. Topics include: wrongful convictions and racial prejudice; the war on drugs and the politics of race; gender and the issue of judicial leniency; victimization and class. Case study materials focus on current debates of seminal issues.

Course Number
CJ–708

Course Name
Ethical Issues in Criminal Justice Profession

Pre-requisites

Course Credits
3.00-

Description
An examination of the issues that face criminal justice professionals and the criminal justice system, at both the theoretical and applied levels, including deceptive interrogation techniques, undercover operations, corruption, excessive force, relationships with journalists, and whistleblowing.

Course Number
CJ–709

Course Name
Quantitative Analysis
Pre-requisites

CJ 702 OR CJ 703

Course 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.

Course Number

CJ–723

Course Name

Thesis Research & Writing I

Pre-requisites

Course Credits

3.00-

Description

Students initiate research on a topic in the area of criminal justice under the supervision of a thesis advisor and committee. Research design, organization and literature survey, pretesting and preliminary analysis is completed as a student moves into and through the final stages of the research project.

Course Number

CJ–783

Course Name

Practicum in Crime & Justice Studies I
Pre-requisites

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

Course 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.

Course Number

CJ-784

Course Name

Practicum in Crime & Justice Studies II

Pre-requisites

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

Course 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.
CJ–786

Course Name
Internship in Crime & Justice Studies I

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

Course 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.

Course Number
CJ–787

Course Name
Internship in Crime & Justice Studies II

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

Course 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.
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.

**Course Number**

CJ-800

**Course Name**

Independent Study in Crime & Justice Studies

**Pre-requisites**

**Course Credits**

3.00–

**Description**

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

Graduate Programs in Economics

**GRADUATE PROGRAMS IN ECONOMICS**

**Department of Economics Graduate Faculty**

**Professors:** Tuerck (Chair), Baek, Chisholm, Haughton, Kelly

**Associate Professors:** Mohtadi, Kim

**Assistant Professors:** Ergün, Evrenk, Jun, Powell, Shikher

The graduate economics department offers four programs of study: The Master of Science in Economic Policy (MSEP), the Master of Science in International Economics (MSIE), the Master of Science in Economics (MSE), and a Doctor of Philosophy in Economics (Ph.D. in Economics). The MSIE offers a joint program with the Law School (JD/MSIE). **Descriptions of each program, admission requirements, and a list of required courses are on the following pages under the appropriate headings.**

**Financial Aid**

Graduate fellowships, assistantships, and Beacon Hill Institute stipends are available to graduate students who meet various criteria for receiving financial aid. These awards will cover only a portion of the cost of the program. Candidates should submit their application for admission to the Graduate Admission Office, and their financial aid application to the Financial Aid Office and to the Department of Economics.

**Academic Standing**
To receive the degree, candidates must have a cumulative grade point average of “B” (3.0). In the Master’s programs, upon completion of a semester, should a student’s cumulative grade point average fall below 3.0, the student is subject to an academic warning. If a Master’s student’s cumulative grade point average falls below 3.0 for any two semesters and/or if the student receives two grades of “C” (including “C+”) or lower, the student is subject to dismissal from the program. In the Ph.D. program, should a student’s semester grade point average fall below 3.0, the student is subject to an academic warning. If a Ph.D. student’s semester grade point average falls below 3.0 for any two semesters and/or if the student receives two grades of “C” (including “C+”) or lower, the student is subject to dismissal from the program.

For all graduate programs, no student may carry more than two grades of Incomplete at any one time unless the student has obtained approval for excessive incomplete grades from the Department Chairperson and the Graduate Program Director.

Students carrying excessive Incomplete grades may, at the discretion of the Department Chairperson or the Program Director, be required to complete the coursework carrying the Incompletes before being permitted to register for additional coursework. No student with outstanding Incomplete grades will be granted the degree.

Master of Science in Economics

The Master of Science in Economics (MSE) is aimed at offering increased flexibility and an expanded menu of choices to Master’s students. The MSE is a more broad-based program than our MSIE or MSEP programs and would allow students to have more choices in course selections based on their preferences and career plans. Students completing this program may pursue a career as a generalist in both, private and public sector rather than being limited to the particular kinds of jobs that are directly related to a narrowly defined field.

Admission Requirements

Students may apply for full-time admission in the Fall semester or part-time admission in the Fall and Spring. To be admitted, candidates must hold a bachelor’s degree from an accredited college or university and must submit, along with the application, a statement of professional goals, two letters of recommendation, transcripts of previous academic work, and GRE scores (GMAT scores may be substituted). International students must also submit TOEFL scores and a statement of financial resources. In certain cases, an interview may be required. Candidates must also have completed undergraduate courses in Principles of Economics and in Principles of Statistics. Candidates may take these courses at Suffolk University prior to being admitted into the program.

Degree Requirements

The degree requires the completion of four required courses and six elective courses. The elective requirements must meet two distributional requirements. Full-time students with the appropriate background can complete the program in one calendar year. The program is offered in the evening and students may enroll on a part-time basis. A full-time course load is 12 credit hours per term.

All courses carry three credit hours unless otherwise indicated. The faculty will advise students as to which courses they should complete each semester. The program must be completed in no more than five years.

All degree curriculum and course descriptions are subject to review and revision.

Curriculum
Required Courses
EC 710       Macroeconomics
EC 720       Applied Microeconomics
EC 750       Applied Econometrics
EC 785       Topics in Economics  OR
EC 786       Topics in International Economics

Elective Courses
EC 721    Public Economics: Tax and Budget Policy
EC 723    Economics of Regulation
EC 724    Cost–Benefit Analysis and Impact Evaluation
EC 730    International Trade Theory and Policy
EC 733    Public Choice
EC 740    International Monetary Economics
EC 742    Transition/Development Economics
EC 745    International Financial Economics
EC 755    Global Data Analysis
EC 760    Applied Time Series Methods
EC 790    Internship

**The electives must meet both of the following distributional requirements:
• no more than three courses are from the MSEP Group (EC 721, 723, 724, 733), AND
• no more than four courses are from the MSIE Group (EC 730, 740, 745, 755, 760).

Master of Science in Economic Policy

MASTER OF SCIENCE IN ECONOMIC POLICY

The Master of Science in Economic Policy (MSEP) is designed for students preparing for a career in government, business or academia, as an administrator, analyst or consultant. It is for those who are interested in understanding the economic basis and the economic effects of public policy decisions and who want to acquire quantitative skills for public policy analysis. Students completing the program will typically pursue (1) a private or public–sector career in government budget or tax analysis, (2) a career in government consulting or government relations or (3) a Ph.D. in economics or public policy. Public policy practitioners and analysts will find the program valuable in analyzing current and proposed public policy initiatives. Those working in business or the financial sector will be able to analyze the effect of public policies on their industry and the economy.

Admission Requirements

Students may apply for admission in the Fall semester or in the Spring semester part–time upon the approval of the graduate program director. To be admitted, candidates must hold a bachelor’s degree from an accredited college or university and must submit, along with the application, a statement of professional goals, two letters of recommendation, transcripts of previous academic work, and GRE scores (GMAT scores may be substituted). International students must also submit TOEFL scores and a statement of financial resources. In certain cases, an interview may be required. Candidates must also have completed undergraduate courses in Principles of Economics and in Principles of Statistics. Candidates may take these courses at Suffolk University prior to being admitted into the program.

Degree Requirements
The degree requires the successful completion of eight required courses, one elective course and an internship (or the completion of eight required courses, EC 785, and one elective course for students who are already working or have relevant work experience). Full-time students with the appropriate background can complete the program in three semesters. The program is offered in the evening and students may enroll on a part-time basis. A full-time course load is 12 credit hours per term.

All courses carry three credit hours unless otherwise indicated. The faculty will advise students as to which courses they should complete each semester. The program must be completed in no more than five years.

All degree, curriculum, and course descriptions are subject to review and revision.

Curriculum

Required Courses

EC 710 Macroeconomics
EC 720 Applied Microeconomics
EC 721 Public Economics: Tax and Budget Policy
EC 723 Economics of Regulation
EC 724 Cost–Benefit Analysis and Impact Evaluation
EC 733 Public Choice
EC 750 Applied Econometrics
EC 760 Applied Time Series Methods
EC 785 Topics in Economics

Elective Courses

EC 730 International Trade Theory and Policy
EC 790 Internship (students with full time work experience are not eligible to take this course)
GVT 623** Political Survey Research
GVT 637** Public Policy and Business
GVT 763 International Political Economy
PAD 713* Budgeting and Financial Management
PAD 827* Financing State and Local Government

*Offered by the Sawyer Business School.

**Offered by the Department of Government.
Master of Science in International Economics

MASTER OF SCIENCE IN INTERNATIONAL ECONOMICS

The Master of Science in International Economics (MSIE) is designed for students preparing for a career in international business or government as an analyst or consultant. Students completing the program will typically seek employment with international trading companies, financial institutions, economic forecasting and consulting companies, international law firms, and various international organizations. In addition, the program prepares students for study at the doctoral level.

The aim of the MSIE program is to provide students with a solid foundation in economic theory and quantitative methods, and to equip them with the knowledge and functional skills necessary to compete in the global economy. These functional skills include the ability to apply sophisticated statistical methods to estimate and test economic models; the ability to apply advanced forecasting techniques for economic, financial, and marketing research; the ability to construct and use international financial databases and spreadsheets; and the ability to analyze international trade issues and policies, the international monetary system, the foreign exchange market and exchange rate risk management.

Admission Requirements

Students may apply for admission in the Fall semester. To be admitted, candidates must hold a bachelor’s degree from an accredited college or university and must submit, along with the application, a statement of professional goals, two letters of recommendation, transcripts of previous academic work, and GRE scores (GMAT scores may be substituted). International students must also submit TOEFL scores and a statement of financial resources. In certain cases, an interview may be required. Candidates must also have completed undergraduate courses in Principles of Economics and in Principles of Statistics. Candidates may take these courses at Suffolk University prior to being admitted into the program.

Joint Degrees

(See the Joint Degree section of this catalog for more information)

- Juris Doctor/Master of Science in International Economics

Degree Requirements

The degree requires the successful completion of eight required courses and two elective courses. Full-time students entering in the Fall with the appropriate background can complete the program in one calendar year (in 3 semesters with the track in Development Economics). The program is offered in the evening and students may enroll on a full- or part-time basis. A full-time course load is 12 credit hours per term. All courses carry three credit hours.

All degree, curriculum, and course descriptions are subject to review and revision.

Curriculum (MSIE)

Required Courses

EC 710 Macroeconomics
EC 720 Applied Microeconomics

EC 730 International Trade Theory and Policy

EC 740 International Monetary Economics

EC 745 International Financial Economics

EC 750 Applied Econometrics

EC 755 Global Data Analysis

EC 760 Applied Time Series Methods

EC 785 Topics in Economics OR

EC 786 Topics in International Economics

**Elective Courses**

(choose one course):

EC 742 Transition/Development Economics

EC 790 Internship (students with full time work experience are not eligible to take this course)

or one graduate course, subject to Graduate Program Director's approval, relevant to international economics and finance.

The faculty will advise students as to which courses they should complete each semester. This program must be completed in no more than five years.

**Joint BA/BS/MA Degree in Economics**

This program is to provide an accelerated path for undergraduate economics majors to obtain a Master's degree in Economics. The GRE requirement for applicants would be waived; and students would be allowed to take up to two master-level courses in their senior year. For each of these graduate courses taken, the student’s undergraduate total credit requirement will be reduced by four credits.

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

Each student admitted to this joint degree program must meet all the requirements of one of the undergraduate degree programs (BS in Economics, BA in Economics, BS in International Economics, or BA in International Economics). In addition, the student must meet all the requirements of one of the Master’s degree programs (MSEP, MSIE, or MSE). Upon successful completion of all of the degree requirements, a student will be conferred one joint degree.
A student may permanently exit the joint degree program and opt to graduate with a Bachelor’s degree if all the requirements of a Bachelor’s degree are met, in which case each of the two graduate courses taken in the senior year would be counted as a 4-credit course.

Ph.D. in Economics

Ph.D. IN ECONOMICS

Equipped with a Ph.D. in Economics you will be able to formulate economic policy in government or in leading international economic institutions. Suffolk offers four fields of specialization: International Economics, Public Finance, Public Choice, and Econometrics. A Ph.D. from Suffolk will set you apart and position you to advance in your field. The unique applied focus of the Ph.D. in Economics program enables graduates not only to seek academic appointments, but also to compete for jobs in the business sector. The program is designed for mid-career professionals as well as for those who have just completed their bachelor’s degree. As part of the Department of Economics at Suffolk University, the Ph.D. in Economics program is academically rigorous and theoretically sound. The core required courses provide a foundation in economics. The electives allow you to tailor your studies to your own particular interests in theory and research.

Admission Requirements

To be reviewed for admission into the Ph.D. in Economics programs, you must hold a bachelor’s degree from an accredited college or university and complete the application process.

- Students must have scored at least a combined 1100 on the Quantitative and Verbal sections and at least 3.5 on the Analytical Writing section of the Graduate Record Examination (GRE) within the five years prior to applying.
- Students must submit three letters of recommendation, at least one of which must be an academic recommendation.
- Students must have completed undergraduate microeconomics, macroeconomics, and statistics. Students must have completed a college-level calculus course prior to commencing studies in the program. Note that we will not be offering a departmental preparatory course.
- International students must score 575/230 on the Test of English as a Foreign Language exam (TOEFL).

Degree Requirements

Each student must complete a combination of coursework and dissertation research. The program requires students to take at least 16 courses, including seven core courses, two field courses in each of the two chosen fields, two research workshops, a one-credit teaching workshop, at least three general electives and at least three semesters of dissertation research. Up to nine credits of graduate classes can be transferred at the Graduate Program Director’s discretion.

Qualifying Exams

The typical student will take courses in Microeconomics, Macroeconomics and Econometrics in their first two semesters after enrolling in the program. Upon successful completion of the core courses, a student in good academic standing will be allowed to take a qualifying exam in each of these three areas. The qualifying exams will be given twice a year. Students must pass the qualifying exams in no more than two attempts in order to continue in the program. Students must take the qualifying exams within six months of completing the core courses; any second
attempt must be completed within six months of the first attempt. The coursework and the qualifying exams portion of the program must be completed within the first five years after enrollment.

Field Requirements

After the student has passed the comprehensive qualifying exams, students will continue in the program by taking additional courses in their field of specialization. Upon completion of the two required courses in two fields, students in good academic standing are required to enroll in the Ph.D. Research Workshop I, EC 880, offered during the fall semester. Students are expected to identify a research paper topic, in their areas of concentration, during the summer prior to enrolling in EC 880, and must submit a two-page description of their topic by the second week of the semester in which they enroll in EC 880. As part of the EC 880 course, students are required to write a research paper and to make a paper presentation by the end of the semester in which the course is taken. In addition, students are expected to write a field research paper, due no later than February 15th in the calendar year following completion of EC 880. The field research paper will normally be graded by two faculty members. The student must receive a grade of “B” or better on the paper to pass the field paper requirement. Following completion of EC 880, students will enroll in Ph.D. Research Workshop II, EC 881, during the spring of their third year. Students will continue to work on their dissertation research, and discuss and present their research at the workshop.

Dissertation

Upon completion of all required coursework and after completing the field paper requirement, students in good academic standing may make a proposal defense, leading up to the defense of the dissertation. The proposal defense will be made under the supervision of a Committee consisting of one advisor and two other faculty members who will serve as readers. A minimum of two members of the Committee must be from the Department of Economics. The student must defend the dissertation within a period of ten years after enrollment.

Time to Completion

The program is designed so that the typical full-time student can complete the degree in four to five years. If the student has not completed the dissertation after four full years (16 courses and at least three semesters of dissertation research), students will enroll in EC 999, Ph.D. Continuation, which will be assessed a fee of $300/semester or up to $600/year, for the duration of dissertation writing. EC 999 does not carry any academic credit.

Academic Standing

Upon completion of a semester, should a student’s cumulative grade point average fall below 3.0, the student will be placed on academic probation. If a student’s cumulative average falls below 3.0 for two semesters and/or if the student receives two grades of “C” (including "C+") or lower, the student is subject to dismissal from the program.

Master’s Degree

A student who begins the Ph.D. program, and who is in good academic standing, may choose to exit the Ph.D. program and transfer credits earned towards a terminal master’s degree (M.S.) in Economics. In this case, the student must complete a total of 10 economics courses at the 700–or 800–level. Three of the ten courses must cover macroeconomics (EC 710 or EC 810), microeconomics (EC 720 or EC 820) and econometrics (EC 750 or EC 850). If one of these three
courses is completed at the 800-level, it may not be repeated at the 700-level. Continuing Ph.D. students in good academic standing may apply for the M.S. upon completion of their required coursework.

**Curriculum**

**Required Courses**

EC 800 Quantitative Foundations of Advanced Economic Analysis

EC 802 Teaching Workshop (1 credit)

EC 810 Macroeconomics I

EC 811 Macroeconomics II

EC 820 Microeconomics I

EC 821 Microeconomics II

EC 850 Econometrics I

EC 851 Econometrics II

EC 880 Ph.D. Research Workshop I

EC 881 Ph.D. Research Workshop II

**General Electives: at least three courses**

Note: Field courses may be counted as electives for non-specializing students. Students may take up to three courses at the 700-level across their field and general elective courses.

EC 724 Cost–Benefit Analysis and Impact Evaluation

EC 742 Transition/Development Economics

EC 755 Global Data Analysis

EC 760* Applied Time Series Methods

EC 831 International Trade Policy: Issues and Analysis

EC 845 Environmental Economics

EC 846 Health Economics

EC 870 Industrial Organization

*Students who have taken EC 855 may not take EC 760 as a general elective.*

**Field Course Requirements: two required courses from each chosen field**

**International Economics Required Courses**
EC 830 Advanced International Trade Theory
EC 840 Advanced International Monetary Economics

**Public Choice Required Courses**
EC 801 Economic Thought and Public Choice
EC 824 Political Economics

**Public Finance Required Courses**
EC 823 Economics of Regulation
EC 825 Advanced Public Finance

**Econometrics Required Courses**
EC 855 Advanced Time Series Applications
EC 860 Advanced Topics in Microeconometrics OR
EC 861 Nonparametric Econometrics

**Courses**

**Course Number**
EC-710

**Course Name**
Macroeconomics

**Pre-requisites**

**Course Credits**
3.00–

**Description**
Study of macroeconomic models and the application of these analytical models to examine current and past world economic problems. Topics include fundamental macroeconomic models which explain the determination of equilibrium output, the price level, exchange rates and balance of payments adjustment. Topics also include effects of money creation, government spending and taxation in an open economy as well as a closed economy, and international economic interdependence. Normally offered every year
Course Number
EC-720

Course Name
Applied Microeconomics

Pre-requisites

Course Credits
3.00-

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

Course Number
EC-721

Course Name
Public Economics: Tax and Budget

Pre-requisites
EC-720

Course Credits
3.00-

Description
The theory of tax policy and tax structure. The effects on economic behavior (including labor supply, saving, risk-taking and investment, charitable giving, and growth) of different taxes (income, sales, value-added, inheritance, wealth, property). Tax equity, efficiency and incidence, in the United States and in comparative perspective. Additional topics include modeling state taxes; social security and pensions; and tax competition.
Course Number
EC–723

Course Name
Economics of Regulation

Pre-requisites
EC 720 or EC 820 or Instructors Permission

Course Credits
3.00–

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

Course Number
EC–724

Course Name
Cost–Benefit Analysis and Impact Evaluation

Pre-requisites
EC 720 or EC 820 or Instructors Permission

Course Credits
3.00–

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

**Course Number**

EC–730

**Course Name**

International Trade Theory & Policy

**Pre-requisites**

**Course Credits**

3.00–

**Description**

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

**Course Number**

EC–733

**Course Name**

Public Choice

**Pre-requisites**

**Course Credits**

3.00–

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

**Course Number**

EC–740

**Course Name**

International Monetary Economics

**Pre-requisites**

EC 710

**Course Credits**

3.00–

**Description**

Analysis of international financial mechanism, open economy macroeconomic models, exchange rate movements, foreign currency market behavior and the international monetary system. Topics include theoretical aspects and empirical evidence of basic equilibrium conditions in international financial transactions, balance of payment adjustments, various approaches to the determination of foreign exchange rates, an analysis of the behavior of the foreign currency market under uncertainty, and international monetary integration focused on the evaluation of the European Monetary System. It also emphasizes applications of econometric techniques from databases of international financial data.

**Course Number**

EC–742

**Course Name**

Transition/Development Economics

**Pre-requisites**
EC 710 or 810 and EC 750 or 850 or permission of instructor

Course Credits
3.00-

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

Course Number
EC-745

Course Name
International Financial Economics

Pre-requisites

Course Credits
3.00-

Description
An analysis of international capital flows, especially the movement of financial assets. Begins with an overview of how foreign exchange markets work; derivatives including futures, options and swaps; offshore financial markets; and international portfolio management. Includes an analysis of country risk. Asks how open capital markets really are. In examining capital flows, seeks to explain their structure (short-term, long-term, Foreign Direct Investment) and the origins and destinations of the main flows. Normally offered every year.

Course Number
EC-750

Course Name
Applied Econometrics
Pre-requisites

Course Credits

3.00–

Description

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

Course Number

EC–755

Course Name

Global Data Analysis

Pre-requisites

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

Course Credits

3.00–

Description

The emphasis in this course is on the use and interpretation of real world economic and financial data. Emphasis is on hands-on experience of retrieving data from various databases and then using quantitative tools for analytical purposes. Major economic indicators, the behavior of developed and emerging equity markets, currency movements, sovereign risk, the determinants of foreign direct investment and the profitability of multinational companies, and international trade patterns will be studied. The course trains students in using economic and financial data-bases, applying quantitative statistical techniques and using econometric software packages that are employed in economic and financial analysis and marketing research.

Course Number

EC–760
Course Name
Applied Time Series Methods

Pre-requisites
EC 750 or EC 850

Course Credits
3.00-

Description
Modeling and forecasting with time series data. Various forecasting techniques, including the decomposition analysis, exponential smoothing methods and the autoregressive integrated moving average (ARIMA) models are presented. These techniques are applied to a wide range of economic and financial data. The latter part of the course deals with other time series econometric issues like testing for a unit root, model building with co-integrated variables, and the ARCH family of models. Finally, the mean reversion issues are discussed in the context of the stock and currency markets.

Course Number
EC–770

Course Name
Legal Foundations of Democratic Capitalism

Pre-requisites

Course Credits
3.00-

Description
The purpose of this course is to identify the legal, institutional and philosophical foundations of democratic capitalism, as manifested by the emergence of Britain, in the 19th century, and America, in the 20th, as pre-eminent economic and political powers. The course traces the development of political and economic institutions in both countries to medieval church law and to the common-law tradition in England. It further considers how the modern welfare state poses a challenge to the common-law tradition and assesses the prospects for sustaining that tradition into the 21st century. No prerequisites.
Course Number
EC-785

Course Name
Topics in Economics

Pre-requisites
EC 710 or EC 810, and EC 720 or EC 820, and EC 750 or EC 850

Course Credits
3.00-

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

Course Number
EC-786

Course Name
Topics in International Economics

Pre-requisites
EC 710 or EC 810, EC 720 or EC 820, and EC 750 or EC 850

Course Credits
3.00-

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

Course Number
EC-790

Course Name
Internship

Pre-requisites
Permission of Graduate Director

Course Credits
3.00–

Description
Field-related work in a government agency, public policy research organization, legislative office or consulting firm. Students will work under the supervision of the office where they are placed and of an MSEP faculty member. The internship will result in the preparation of a written report on the outcome of the work performed.

Course Number
EC-800

Course Name
Quantitative Foundation of Advanced Economic Analysis

Pre-requisites

Course Credits
3.00–

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

Course Number
EC-801

Course Name
Economic Thought & Public Choice

Pre-requisites

Course Credits
3.00–

Description
An investigation of the major themes in Economic thought running from the ancient Greeks to modern times. There will be an emphasis on thinkers in the classical liberal mode, such as Simon, Hume, Mill and the Austrians. There will be further emphasis on the contribution of these and other thinkers to the emergence of capitalism and democracy. The course will include an examination of recent developments in economics, such as neuroeconomics and Behavioral and experimental economics, for their origins in the writings of Smith and the Institutionalists. Students will write a paper tracing a major theme in current economic thought to its historical origin.

Course Number
EC-802

Course Name
Teaching Workshop

Pre-requisites

Course Credits
1.00–

Description
Required of all students in the second semester of the first year, the purpose of this course is to offer preparation in the teaching of economics. Most students will be expected to teach Principles of Economics or Statistics in their second and third years. Many students will go on to careers in teaching. This course meets once a week, (time and place at the instructor’s discretion) to provide training and experience in the teaching of economics. The focus will be on classroom preparation, testing and grading, web support, student retention and other elements of a successful classroom experience. Students will be expected to practice teach videotaped sections of Principles and Statistics and then to engage in peer review of their performance. The course will be graded Pass/Fail, based on the instructor’s determination of the student’s readiness, at the completion of the course, to teach in the classroom.

**Course Number**

EC-810

**Course Name**

Advanced Macroeconomics I

**Pre-requisites**

**Course Credits**

3.00-

**Description**

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

**Course Number**

EC-811

**Course Name**

Macroecnomics II

**Pre-requisites**
EC 810

Course Credits
3.00-

Description
This course covers macroeconomic dynamics involving growth, business cycles and wage-price dynamics, and other advanced topics in macroeconomic theory. Differential and integral calculus are used to develop macroeconomic models in a dynamic framework.

Course Number
EC-820

Course Name
Microeconomics I

Pre-requisites

Course Credits
3.00-

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

Course Number
EC-821

Course Name
Microeconomics II
Pre-requisites
EC 820

Course Credits
3.00-

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

Course Number
EC-823

Course Name
Economics of Regulation

Pre-requisites
EC 820

Course Credits
3.00-

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

Course Number
EC-824
**Course Name**

Political Economics

**Pre-requisites**

EC 821

**Course Credits**

3.00–

**Description**

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

**Course Number**

EC–825

**Course Name**

Advanced Public Finance

**Pre-requisites**

EC 821

**Course Credits**

3.00–

**Description**

A doctoral-level treatment of the theory of tax policy and tax structure. Examines the economic effects (on labor supply, saving, risk-taking) of different taxes (income, sales, value-added, wealth, property, trade). Considers tax equity, efficiency, and incidence in the United States and in comparative perspective. Includes attention to computable general equilibrium tax models.
Course Number
EC-826

Course Name
Financial Economics

Pre-requisites

Course Credits
3.00-

Description
This course is designed to give the students a strong background for research in financial economics that will be useful for both academia and the financial services industry. The first part of the course develops the key concepts (& models) used in the three primary areas of the financial markets – equity portfolio management, fixed income securities and financial derivatives. Next, the emphasis is on decision-making under uncertainty in the context of financial markets. This includes familiarity with research in corporate governance, executive compensation, risk management and capital structure. Prerequisites EC 820 and EC 821 and EC 850 and EC 851 or with instructors permission.

Course Number
EC-830

Course Name
Advanced International Trade Theory

Pre-requisites
EC 820

Course Credits
3.00-

Description
Analysis of the causes and consequences of international trade flows and factor movemoents. Theories on the determination of the pattern of trade and the gains from trade are covered,
including models of comparative advantage, Heckscher–Ohlin, specific factors, economies of scale and intra–industry trade. Additional topics include the theory and practice of economic integration, international factor mobility and foreign direct investment. Normally offered every year.

**Course Number**

EC–831

**Course Name**

International Trade Policy

**Pre–requisites**

EC 830

**Course Credits**

3.00–

**Description**

A doctoral–level course that examines the instruments of trade policy, the impact of trade policies on economic welfare and income distribution, the political economy of protectionism, and international trade negotiations (including the role of the World Trade Organization and the globalization of debates). The history, mechanisms and political economy of United States trade policy. Topics include: applications of spatial economics; international externalities and other environmental issues; aid and capital flows.

**Course Number**

EC–840

**Course Name**

Advanced International Monetary Economics

**Pre–requisites**

EC 821 and EC 850

**Course Credits**

3.00–
Description

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

Course Number

EC-850

Course Name

Econometrics I

Pre-requisites

Course Credits

3.00-

Description

Introduction to econometrics with a focus on application. Review of statistical methods including estimation, inference, and specification analysis. Consequences of a misspecified linear regression model are studied and the appropriate remedial measures are suggested. Further topics include dummy variables, autoregressive and distributed lag models, binary choice models. Normally offered every year

Course Number

EC-851

Course Name

Econometrics II

Pre-requisites

EC 850

Course Credits

3.00-
Description

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

Course Number

EC–855

Course Name

Advanced Time Series Applications

Pre-requisites

EC 760, EC 840, and EC 850

Course Credits

3.00–

Description

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

Course Number

EC–861

Course Name

Nonparametric Econometrics

Pre-requisites

EC 851
Course Credits

3.00-

Description

This course covers some selected topics in advanced econometrics, including an introduction to nonparametric and semiparametric statistical methods and their application in econometrics. The emphasis is on nonparametric density estimation, nonparametric regression, and semiparametric estimation of single-index models including discrete-choice models. The course also covers computer intensive methods including bootstrap and numerical optimization. Besides a theoretical introduction of these methods, the course heavily relies on students writing computer codes using popular software to complete homework assignments.

Course Number

EC-870

Course Name

Industrial Organization

Pre-requisites

EC 821 and EC 850

Course Credits

3.00-

Description

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

Course Number

EC-880

Course Name

Ph.D. Research Workshop I
Pre-requisites
Completion of Ph.D. qualifying examinations and field courses

Course Credits
3.00-

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

Course Number
EC-881

Course Name
Ph.D. Research Workshop II

Pre-requisites
Pre-requisites: EC 880

Course Credits
3.00-

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

Course Number
EC-901

Course Name
Dissertation Research

Pre-requisites

Permission of Graduate Program Director required

Course Credits

0.00–

Description

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

Course Number

EC-999

Course Name

Economics PhD Continuation

Pre-requisites

Permission of Graduate Program Director required

Course Credits

0.00–

Description

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

Education and Human Services

GRADUATE EDUCATION AND HUMAN SERVICES

Education and Human Services Department

Professors: Ash, Eskedal (Chair)
Associate Professors: Carroll, DiBiase, Flaherty, Mahoney, Medoff, Qualters, Tow, Zulauf

Assistant Professors: Bellone, Hewapathirana, Kelder, Poynton, Shumaker, Siegel, Westphal

Instructors: Robinson, Veloria

Lecturers: Buckley, Fienman, Clapp, Foster, Gaskell, Hargis, Hughart, Hunter, Jackson, Korb, Goodwin, Hislop, Lo Re, Messier, Patalano, Tashjy

Major Fields of Study

The Education and Human Services Department offers courses leading to:

- the Master of Science, with concentrations in Organizational Learning and Development, Human Resources, and Mental Health Counseling
- Graduate Certificates in Organizational Learning and Development, Organizational Development, Global Human Resources, Human Resources, and College Admission Counseling.
- the Post Master’s Program – Certificate of Advanced Graduate Study (CAGS), with concentrations in Leadership, Mental Health Counseling, Middle and Secondary School Teaching, Organizational Development, and School Counseling
- Initial Licensure in Middle and Secondary School Teaching
- Professional Licensure in Middle and Secondary School Teaching through the Master’s and CAGS programs in Middle and Secondary School Teaching
- two degree/certificate programs, Master of Science in Organizational Learning and Development/Graduate Certificate in Human Resources, and a Master of Science in Organizational Learning and Development/ Organizational Development Certificate
- and two joint degrees, Master of Public Administration/ Master of Science Mental Health Counseling and Master of Science in Crime and Justice Studies/Master of Science Mental Health Counseling (see the joint degree section of the catalog for more information).

Requirements

Suffolk University offers graduate programs in Education and Human Services for students who have bachelors and/or master’s degrees from the University or from other accredited educational institutions.

A requirement for the status of degree candidate at the master’s level is an undergraduate program of study equivalent to either the B.A. or B.S. degree. Possession of a master’s degree is required for matriculation in a Certificate of Advanced Graduate Study program.

The purpose of the Graduate Program or Certificate Program is to offer facilities for advanced instruction, study, and research so that students may receive a comprehensive view of the field of knowledge in which they are specializing.

Candidates for graduate degrees or certificates must complete a program of study approved by their program director and their faculty advisor within five years of commencing graduate coursework. Failure to complete each degree or certificate program of study within five years will result in termination from the program. A full-time course load is 12 credit hours per term.
Any grade less than a “B” (3.0) must be offset by the appropriate honor grades (3.3 or higher) in order to maintain graduate degree candidacy. A maximum of six semester credits less than a “B” (3.0) may be offset in this manner. A minimum grade of “B” (3.0) is required in all field experiences. Should a student earn a third grade less than a “B” (3.0), he or she will receive a dismissal letter from the Committee on Admissions and Retention. Excessive incomplete grades (I) are also reviewed by the Committee. The Faculty reserve the right to require the withdrawal of a student from a graduate program if, in their estimation, the probability of his/her success is doubtful. Considered factors include academic performance, interest, effort and suitability for the field.

Pass/Fail Grade Option

Practica, internships and designated field experiences may be taken on a pass/fail basis with the approval of the Program Director. This option must be determined at the beginning of the semester and no changes from the designation pass/fail to the letter system or vice-versa are permitted after this time. A maximum of 6 credits in a student’s program may be taken as a pass/fail option.

Excess Course Policy

Upon petitioning for graduation, students who have earned excess course credits (beyond the requirements for the master’s degree) and have been accepted into the Post Master’s certificate of Advanced Graduate Study (CAGS) Program directly following completion of the master’s degree may, with the approval of the Program Director, designate which courses will be transferred into the CAGS program. Courses must be redirected prior to the receipt of the master’s degree to be eligible for this reassignment and it is the responsibility of the student to notify their Program Director of this request.

Administration and Leadership Programs

ADMINISTRATION OF HIGHER EDUCATION PROGRAM

Assistant Professor: Siegel (Program Director)

These programs aim to develop administrative and leadership skills for careers in post-secondary education and other educational settings.

Degree Programs

- M.Ed. in Administration of Higher Education

Post Master’s Program

- Certificate of Advanced Graduate Study (CAGS) in Leadership

Administration of Higher Education

Objectives
The Administration of Higher Education program is committed to the practical preparation of college and university administrators in a range of higher education environments. The program is designed to provide competencies for those employed or seeking employment in an array of functional areas and offices, including academic advising, admissions, alumni affairs, development, college unions, athletics, career planning and placement, residence life, orientation, student activities, financial aid, international student services, multicultural affairs, offices of the registrar, and a host of other professional positions at colleges and universities and other higher education–related agencies and organizations. The curriculum also provides an excellent foundation for students who want to continue their studies and enroll in a doctoral program in higher education administration or college student personnel administration.

Description

A minimum GPA of 3.0 is required for admission to the program, and a minimum program of study of 36 semester hours of credit is required for completion. Candidates may enroll in the program on either a full-time or part-time basis, and they should plan their program of study in consultation with their faculty advisor accordingly. Students wishing to apply for degree status are encouraged to interview with Dr. Michael Siegel, Program Director, during the application process. In addition, degree candidates are advised to consult with members of the faculty at all stages of their programs.

Practicum

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 consecutive 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.

Required Core Courses (12 Semester Hours)

EHS 625 Organization and Administration of Higher Education
EHS 626 Legal Aspects of Higher Education
EHS 628 Financial Aspects of Higher Education
EHS 648 Research in Higher Education

Concentration Requirements (9 Semester Hours)

Choose three of the following courses with the help of your advisor.

EHS 632 Diversity Issues in Higher Education
EHS 634 Student Development: Theory and Practice
EHS 635 The American College/University Student
EHS 643 Leadership in Higher Education
EHS 647 Critical Issues in Higher Education

**Electives (9 Semester Hours)**

In addition to Administration of Higher Education courses, students can select electives from a range of counseling and other courses within the EHS Department. Please visit the department course descriptions section for a complete listing of courses.

EHS 627 Junior/Community College: Processes and Problems
EHS 633 Enrollment and Retention Management
EHS 637 Media, Community, and Higher Education
EHS 640 Readings and Research
EHS 642 College and University Cultures
EHS 712 Adult Development
EHS 713 Counseling: Theory and Practice
EHS 714 Psychology of Career Development
EHS 727 Substance Disorders and Treatment
EHS 729 Human Sexuality Seminar
EHS 733 Counseling Diverse Populations
EHS 734 Counseling Psychology Seminar
EHS 735 Group Counseling
EHS 747 College Admission Counseling Fundamentals

**Field Experience (6 Semester Hours)**

EHS 645–A Practicum in Administration I
EHS 645–B Practicum in Administration II

**Post Master's Program (CAGS) – Leadership**

**Objectives**

The Certificate of Advanced Graduate Study (CAGS) in Leadership is designed for practitioners as
an individually oriented program to meet the needs of advanced students in developing leadership skills and behaviors appropriate to their career.

Description

Candidates who already have a master's degree in an appropriate field must undertake a minimum program of 30 hours.

Students will carefully plan and maintain a program of study in conjunction with an assigned advisor. Course selection and progress will be reviewed regularly.

During the course of the program, each student must demonstrate ability to generate or locate research findings, models or paradigms and apply them in the professional field setting.

Required Core Courses (12 Semester Hours)

EHS 636  Field Project: Organizational Development
EHS 643  Leadership
EHS 644  Leadership Field Experience
EHS 646  Self-Assessment and Career Development

Electives (18 Semester Hours)

To be chosen by the student in consultation with the Program Advisor.

Counseling Programs

COUNSELING PROGRAMS

The counseling programs include knowledge, skills and attitudes necessary for successful counseling in schools, colleges and various community mental health settings.

Degree Programs

- M.Ed. in School Counseling
- M.S. in Mental Health Counseling
- M.S. in Crime and Justice Studies/M.S. in Mental Health Counseling
- M.S. in Mental Health Counseling/Master of Public Administration

Joint Degree Programs

(See the Joint Degree section of this catalog for more information)

- Master of Public Administration/Master of Science in Mental Health Counseling
- Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling
- Master of Education in School Counseling/Post-Master’s Certificate in College Admission Counseling
Post Master's Programs

- Certificate of Advanced Graduate Study (CAGS) in Mental Health Counseling
- Certificate of Advanced Graduate Study (CAGS) in School Counseling
- Post-Master's Certificate in College Admission Counseling

A Criminal Offender Record Information (CORI) check may be conducted by pre-practicum, practicum, and/or internship placement sites for conviction, non-conviction and pending criminal case information.

School Counseling

Director: Poynton

Objective

The concentration in School Counseling prepares students to function effectively as licensed school guidance counselors in secondary schools (grades 5–12).

Description

A minimum program of study consists of 36 semester hours of coursework, or 48 semester hours if completing the combined M.Ed./Post-Master's Certificate in College Admission Counseling. All students wishing to apply for degree status in the School Counseling Program are encouraged to interview with Dr. Timothy A. Poynton, Program Director, prior to acceptance. Degree candidates are advised to consult with Dr. Poynton at all stages of their program.

Competence in counseling skills is acquired during the Counseling Skills Laboratory and the Counseling Practicum classes, EHS 737 and EHS 720–721. During these courses, students fully admitted into the program demonstrate the ability to translate training into professional judgments and techniques.

Completion of the master's degree satisfies the Massachusetts Department of Education's academic experience requirements for Initial Licensure (a passing score on the MTEL is also required). To obtain a Professional License, you need to obtain three years of experience as a School Counselor and accumulate a total of 60 graduate credits (including credits earned as part of the master’s degree).

Practicum

Students are required to apply formally for the School Counseling Practicum and to consult with their advisor regarding their field placement. Six courses must be completed before enrolling in the practicum.

Prior to enrollment in EHS 720, students must successfully complete the literacy and communication sections of the Massachusetts Test for Educator Licensure (MTEL).

Prior to enrollment in the Counseling Practicum a cumulative average of “B” (3.0) or above is also required. Any grade less than “B” (3.0) must be offset by appropriate honor grades (3.3 or higher) and all incomplete grades must be successfully completed prior to enrolling in the School Counseling Practicum.
During the Counseling Skills Lab and the Counseling Practicum aspect of training the provision of earning a grade of less than “B” (3.0) may be offset by an honor grade does not apply. The Counseling Skills Lab and the Practicum must be completed with a grade of no less than “B” (3.0). Unsatisfactory performance during the Practicum results in repeating the course.

**Admission Requirements**

To be considered for admission to the School Counseling program, you must hold a bachelor’s degree from an accredited college or university, have a minimum undergraduate GPA of 3.0, take either the Graduate Record Examination (GRE), Miller Analogies Test (MAT), or the Communication and Literacy Skills sections of the Massachusetts Test for Educator Licensure (MTEL), and complete the application requirements. Students are encouraged, but not required, to take the MTEL. A passing score on the MTEL is needed to successfully complete degree requirements for the M.Ed. in School Counseling. If you are an international student, you must also take the TOEFL or IELTS and provide a statement of financial resources.

**Required Core Courses (36 Semester Hours)**

EHS 701 Child and Adolescent Development

EHS 710 Introduction to School Counseling

EHS 713 Counseling: Theory and Practice

EHS 714 Psychology of Career Development

EHS 717 Introduction to Psychological Testing

EHS 731 Action Research

OR

EHS 715 Methods of Research

EHS 720 School Counseling Practicum I

EHS 721 School Counseling Practicum II

EHS 732 Psychological Disorders of Childhood and Adolescence

EHS 735 Group Counseling

EHS 737 Counseling Skills Laboratory

EHS 746 Critical Issues in School Counseling

Students seeking to complete the combined M.Ed./Certificate in College Admission Counseling will also need to complete the following courses plus one elective (see Post Master’s Certificate in College Admission Counseling section for possible electives).

EHS 747 College Admission Counseling Fundamentals

EHS 748 Fieldwork: College Visits
EHS 749  Access and Equity in Higher Education

Pre-Practicum

Students in School Counseling must successfully complete a minimum of 75 hours of field-based pre-practicum experience. These experiences are incorporated into courses taken before starting the practicum.

Portfolios

All School Counseling students will develop and maintain portfolios of all course and field experience related items. Such items might include, but should not be limited to:

- Papers
- Journals
- Observation Reports
- Projects
- Placement Reports
- Examinations
- Audio/Video Tapes
- Supervisor Evaluations
- College Admission Counseling

Post Master’s Certificate in College Admission Counseling

Program Advisor: Poynton

The Post-Master’s Certificate in College Admission Counseling is designed to provide people currently working in the field of school counseling with advanced preparation in facets of college admission counseling. The certificate program can be completed with 18 semester hours of post Master’s study, or 12 semester hours when combined with our M.Ed. in School Counseling.

The curriculum provides students with an opportunity to consider issues in the field of College Admission Counseling from both the K–12 and Higher Education perspectives, and requires students have exposure to coursework from both the School Counseling and Administration of Higher Education programs.

Required Core Courses (12 Semester Hours)

EHS 714  Psychology of Career Development or an approved alternative*

EHS 747  College Admission Counseling Fundamentals

EHS 748  Fieldwork: College Visits

EHS 749  Access and Equity in Higher Education

* selected in conjunction with advisor, based on prior preparation


Electives (6 Semester Hours)

EHS 635 The American College/University Student
EHS 642 College and University Cultures
EHS 733 Counseling Diverse Populations

Admission Requirements

To be considered for admission to the Post-Master’s Certificate in College Admission Counseling, you must hold a Master’s degree in Counseling or School Counseling from an accredited college or university, and/or hold a license to practice school counseling from a state department of education. If you are an international student, you must also take the TOEFL and provide a statement of financial resources.

A Criminal Offender Record Information (CORI) check may be conducted by pre-practicum, practicum, and/or internship placement sites for conviction, non-conviction and pending criminal case information.

Post Master’s Program (CAGS) – School Counseling

Program Advisor: Poynton

The Certificate of Advanced Graduate Study (CAGS) in School Counseling is designed to provide those who have already earned a master’s degree in School Counseling with advanced preparation in the field.

The Certificate of Advanced Graduate Study is designed as an individually-oriented program to meet the needs of advanced students. The completion of a minimum of 30 credits of graduate study is required for the certificate. Additional hours may be required at the discretion of the faculty advisor.

Concentration Requirements (12 Semester Hours)

EHS 740 Internship I (fall)
EHS 741 Internship II (spring)
EHS 744 Supervision I (fall)
EHS 745 Supervision II (spring)

Electives (18 Semester Hours)

Selected with Advisor

Curriculum and Requirements
Students may enroll either as full- or part-time. Full-time study is designed to be completed in one calendar year. Students must complete all courses with a minimum grade of “B” (3.0). Should there be evidence that it will be difficult to successfully complete the program, the faculty reserves the right to withdraw a student from the program. Deficiencies in the internship experience and academic performance enter into the CAGS faculty committee judgment.

Admission Requirements

To be reviewed for admission into the CAGS program, one must hold a master’s degree from an accredited college or university, a graduate GPA of 3.5, and complete the application process. A personal interview with the faculty is recommended. If you are an international student, you must also take the TOEFL and provide a statement of financial resources.

Mental Health Counseling

Program Director: Medoff

The concentration 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.).

The ability to work with people in a variety of settings and roles will be cultivated. Through systematic completion of the curriculum, students will develop a competency base from which to perform effectively in their area of specialization.

Description

A minimum GPA of 3.0 is required for admission and a minimum program involves 36 semester hours of coursework, depending on undergraduate preparation. All special non-degree students wishing to apply for degree status are encouraged to interview with a member of the faculty prior to acceptance. Degree candidates are advised to consult with members of the faculty at all stages of their programs.

Practicum

All students must successfully complete a minimum of 12 semester hours prior to the Counseling Practicum experience, including the Counseling Skills Laboratory (EHS 737) course offered during the spring semester and Counseling Theory (EHS 713).

It is during the Counseling Skills Lab and the Counseling Practicum that a student, fully admitted into the program, demonstrates ability to translate training into professional judgments and techniques. Students are required to apply formally for the Counseling Practicum and to consult with their Faculty Advisors regarding their field placements. After two failed attempts to satisfactorily complete a clinical practicum students will be subject to dismissal from the program at the discretion of faculty.

Prior to eligibility for the Counseling Practicum a cumulative average of “B” (3.0) or above is required. Any grade less than “B” (3.0) must be offset by appropriate honor grades (3.3 or higher) and all incomplete grades must be successfully completed prior to eligibility for Practicum.

During the Counseling Skills Laboratory aspect of training the provision of earning a grade of less
than “B” that may be offset by an appropriate honor grade does not apply. The Counseling Skills Laboratory and the Practicum must be completed with a grade of no less than “B” (3.0). Unsatisfactory performance during Practicum may result in termination from the program.

**Required Core Courses (6 Semester Hours)**

EHS 701 Child and Adolescent Development  
OR  
EHS 712 Life Span Development  
EHS 715 Methods of Research

**Concentration Requirements (18 Semester Hours)**

EHS 713 Counseling: Theory and Practice  
EHS 716 Psychological Diagnosis  
EHS 717 Introduction to Psychological Testing  
EHS 737 Counseling Skills Laboratory  
EHS 738 Mental Health Counseling Practicum I  
EHS 739 Mental Health Counseling Practicum II

**Electives (12 Semester Hours)**

EHS 710 Introduction to School Counseling  
EHS 714 Psychology of Career Development  
EHS 725 Forensic Psychological Assessment  
EHS 726 Family Therapy  
EHS 727 Substance Disorders and Treatment  
EHS 728 Professional Orientation: Ethical/Legal Issues  
EHS 729 Human Sexuality Seminar  
EHS 730 Personality Disorders Seminar  
EHS 732 Psychological Disorders of Childhood and Adolescence  
EHS 733 Counseling Diverse Populations  
EHS 734 Counseling Psychology Seminar  
EHS 735 Group Counseling
EHS 736 Consultation

EHS 750 Independent Study: Counseling

EHS 751 Domestic Violence, Abuse and Neglect

EHS 753 Independent Study: Counseling

(Coursework in related disciplines may be elected subject to approval of faculty advisor.)

Note: Eligibility for Massachusetts licensure as a Mental Health Counselor (LMHC) requires an additional 30 credit hours including a 600-hour internship. Students are encouraged to enroll in the CAGS Program at the completion of the master’s degree to satisfy the academic requirements for licensure. Licensure permits third party (Insurance Company) reimbursement for Counseling Services. See your advisor for details.

Post Master’s Program (CAGS) – Mental Health Counseling

Program Director: Medoff

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, School 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. The completion of a minimum of 30 credits of graduate study is required for the certificate. Additional hours may be required at the discretion of the faculty advisor.

Concentration Requirements (12 Semester Hours)

EHS 740 Internship I (fall)

EHS 741 Internship II (spring)

EHS 744 Supervision I (fall)

EHS 745 Supervision II (spring)

Electives (18 Semester Hours)

See Mental Health Counseling sections

Curriculum and Requirements

Students may enroll either as full- or part-time. Full-time study is designed to be completed in one calendar year. Students must complete all courses with a minimum grade of “B” (3.0). Should
there be evidence that it will be difficult to successfully complete the program, the faculty reserves the right to withdraw a student from the program. Deficiencies in the internship experience and academic performance enter into the CAGS faculty committee judgment.

Admission Requirements

To be reviewed for admission into the CAGS program, one must hold a master’s degree from an accredited college or university, a graduate GPA of 3.5, and complete the application process. If you are an international student, you must also take the TOEFL and provide a statement of financial resources.

Human Resources, Learning, and Performance Programs

HUMAN RESOURCES, LEARNING, AND PERFORMANCE PROGRAMS

Program Director: Westphal

Certificate Programs

- Graduate Certificate in Global Human Resources*
- Graduate Certificate in Human Resources*
- Graduate Certificate in Organizational Learning*
- Graduate Certificate in Organizational Development*

Degree Programs

- M.S. Degree in Organizational Learning and Development
- M.S. Degree in Organizational Learning and Development/Graduate Certificate in Human Resources
- M.S. Degree in Organizational Learning and Development/ Organizational Development Certificate
- M.S. Degree in Human Resources
- M.S. Degree in Human Resources with a concentration in Global Human Resources

Post Master’s Program

- Certificate of Advanced Graduate Study (CAGS) in Organizational Development

*Prior to the completion of a certificate program, students may make application to the M.S. Degree in Organizational Learning and Development, M.S. Degree in Organizational Learning and Development/Graduate Certificate in Human Resources, M.S. Degree in Organizational Learning and Development/ Organizational Development Certificate or the M.S. Degree in Human Resources and transfer up to five graduate certificate courses.

Graduate Certificate Program in Human Resources

Description of the Program
The Graduate Human Resources Certificate is designed to enhance an individual's career opportunities in a myriad of human resource management areas including: human resources administration and information systems, employment, compensation, employee benefits, employee relations, policy development, and orientation and training programs.

The sequence of courses provides an academic framework for individuals who are either planning a career in human resources or are interested in transferring to other specialty functions within a human resources organization.

The Graduate Human Resources Certificate Program consists of six courses.

Courses for graduate academic credit from this certificate program may be transferred to the M.S. in Human Resources program or the M.S. in Organizational Learning and Development Program prior to completion of the certificate. The entrance test for the M.S. Degree will be waived for those completing four courses with a cumulative GPA of 3.5.

**Required Courses (18 Semester Hours)**

- EHS 680 The Human Resources Functions*
- EHS 681 Training and Development
- EHS 682 Human Resources and the Law
- EHS 683 Recruitment and Selection
- EHS 684 Employee Relations
- EHS 685 Compensation Systems and Employee Benefits

*EHS 680 – The Human Resources Functions is a prerequisite to all Human Resources courses. Other HR courses may be taken concurrently with EHS 680.

In consultation with an advisor, individuals who can demonstrate competency in one of the above may replace the required course with the following:

- EHS 665 Human Resources Information Systems **OR**
- EHS 670 Special Topics **OR**
- EHS 686 Contemporary Issues in Human Resources **OR**
- EHS 687 Strategic Human Resources **OR**
- EHS 688 Virtual Human Resources

**Graduate Certificate Program in Global Human Resources**

**Description of the Program**
Today's organizations are more involved in international business than ever before. This trend will continue as organizations compete in the global market to gain a competitive advantage. Thus, globalization is a critical factor affecting the management of human resources today. As more and more organizations globalize their products and processes, they will derive greater revenues from offshore operations. Human resources is expected to assume new roles and to prepare people for international assignments.

The Global Human Resources Certificate Program offers an opportunity to acquire the knowledge, competencies, and best practices required to participate in the global environment. These include, but are not limited to, the acquisition of country-specific knowledge about the economic, political, and social environments; how to address union and labor policies; legal and regulatory requirements; compensation and benefits; and many other aspects of doing business outside the U.S.

The Graduate Global Human Resources Certificate Program consists of six courses. Each course awards three (3) graduate academic credits.

Courses for graduate academic credit from this certificate program may be transferred to the M.S. in Human Resources prior to the completion of the certificate. The core courses in this certificate may also be used to complete an optional concentration in Global Human Resources as part of the Master of Science in Human Resources. The entrance test for the M.S. Degree in Human Resources will be waived for those completing four courses with a cumulative GPA of 3.5.

**Required Courses (15 Semester Hours)**

EHS 680 The Human Resources Functions

EHS 685 Compensation Systems and Employee Benefits

EHS 689 Cultural Understanding in International Human Resources

EHS 690 International Politics and Labor Relations

EHS 691 The Global Economy and Global Human Resources

**Elective Course (3 Semester Hours)**

Select one of the following:

EHS 687 Strategic Human Resources Planning OR

EHS 688 Virtual Human Resources OR

EHS 684 Employee Relations OR

With permission from the Program Director:

Graduate Elective in Government OR

Graduate Elective in Economics OR

Graduate Elective in Communications OR
**Graduate Sawyer Business School Elective**

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**Graduate Certificate Program in Organizational Learning and Development**

**Description of the Program**

The Graduate Organizational Learning and Development Certificate is designed to enhance an individual’s career opportunities in areas related to organizational development and planning and training and development. The program focuses on key competencies and processes for both adult education and organizational learning, with the end result being enhanced organizational performance.

The Graduate Organizational Learning and Development Certificate Program consists of six courses. Each course awards three (3) graduate academic credits.

Courses for graduate academic credit from this certificate program may be transferred to the M.S. in Organizational Learning and Development Program or the M.S. in Human Resources Program prior to completion of the certificate. The entrance test for the M.S. Degree in Organizational Learning will be waived for those completing four courses with a cumulative GPA of 3.5.

**Required Courses (18 Semester Hours)**

EHS 650 Instructional Design
EHS 651 Adult and Organizational Learning
EHS 652 Training Methods for Adult Learners
EHS 658 Systems Thinking
EHS 662 Organizational Learning Seminar
EHS ___ Adult/Organizational Learning Elective

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**Graduate Certificate Program in Organizational Development**

**Description of the Program**

The Graduate Certificate in Organizational Development is designed to enhance an individual’s career opportunities by providing the tools and competencies needed to lead and manage change. The courses in this program seek to enhance students competencies in collaboration, leadership development, and project management.

The Graduate Certificate in Organizational Development Program consists of six courses. Each course awards three (3) graduate academic credits.

Courses for graduate academic credit from this certificate program may be transferred to the M.S.
in Organizational Learning and Development Program or the M.S. in Human Resources Program prior to completion of the certificate. The entrance test for the M.S. Degree in Organizational Learning or M.S. in Human Resources will be waived for those completing four courses with a cumulative GPA of 3.5.

**Required Courses (18 Credit Hours)**

EHS 672 Organizational Culture and Change  
EHS 658 Systems Thinking  
EHS 674 Organizational Consulting  
EHS 675 Performance Management  
EHS 676 Leadership and Team Development  
EHS 660 HRLPP Professional Career Development Internship  

OR  
EHS ___ Elective with prior approval of advisor

**Post Master's Program (CAGS) in Organizational Development**

**Description**

The Certificate of Advanced Graduate Study in Organizational Development is an advanced specialist certificate beyond the master’s degree. It is designed for leaders of change, managers, and human resources professionals or individuals wishing to pursue a career in consulting. This is an intense, individually-oriented modular program designed to meet the needs of advanced students in their field of specialization.

Organizations are in the process of constant change. In order to manage that change, we need professionals who can anticipate problems and challenges and implement long-term solutions. This degree develops those competencies needed for collaboration, leadership, team development, and project management.

The program consists of 10 courses in all: 5 intensive courses that are required (See below for list of those required courses) and 5 elective courses that the student can choose to augment their career aspirations. These OD required courses do not have to be taken in any sequence; however, it is recommended that EHS 672, Organizational Culture and Change, be taken first as it does introduce the student to the field of Organizational Development.

**Required Courses (15 Semester Hours)**

EHS 672 Organizational Culture and Change  
EHS 658 Systems Thinking
EHS 674 Organizational Consulting

EHS 675 Performance and Knowledge Management

EHS 676 Leadership and Team Development

Electives

The elective hours are flexible and may be determined in consultation with the faculty advisor. Electives may be selected from the Human Resources Program, the Adult and Organizational Learning Program, or the School of Management (with permission from the Dean of Graduate Programs at the School of Management).

Master's of Science in Organizational Learning and Development

The competency-based concentration in Organizational Learning and Development provides opportunities for multiple career paths. The Program focuses on competencies related to: adult learning theory and principles; curriculum and instructional design; adult training methods; organizational learning and systems thinking; marketing of training programs; research and design; communication; performance improvement; and career development. The Organizational Learning and Development Concentration is designed for professionals in any discipline who may wish to pursue careers in a variety of corporate and adult learning settings, including business/industry training; consulting; professional associations; government; community-based programs; libraries; hospitals; and post-secondary institutions. The program may be tailored to meet individual needs and career objectives.

Description

The minimum requirement for candidates who hold a bachelor’s degree is 36 semester hours or the equivalent of twelve courses. Throughout the program, degree candidates are advised to consult with a faculty advisor.

The GRE or MAT test will be waived for those who have completed four (4) courses after matriculation from the related certificate program with a cumulative GPA of 3.5.

Practicum/Internship

All students enrolled in the Organizational Learning and Development Program are required to pursue an internship. The student may select an internship for 3 or 6 credits. The internship applicant will prepare a professional résumé and an application to be reviewed by the Program Director by October 1 of the fall semester for spring internship placements and by February 1 of the spring semester for summer and fall internship placements. The intern can expect to be treated as a full-time exempt professional employee with a graduate degree. Compensation is optional and left to the discretion of the organization. The internship may be full- or part-time, depending on the needs of the student and/or the company providing the internship. Note: For individuals who are currently employed in a full-time capacity, the internship may be completed at the employee’s corporate worksite.

Concentration Requirements (21–24 Semester Hours)
EHS 650  Instructional Design
EHS 651  Adult and Organizational Learning
EHS 652  Training Methods for Adult Learners
EHS 658  Systems Thinking
EHS 660  HRLPP Professional Career Development Internship\(^1\) (3–6 credits)
EHS 662  Organizational Learning Seminar
EHS 695  HRLPP Action Research\(^*\)

**Electives (12–15 Semester Hours\(^2\))**

EHS 653  Marketing Training and Education Programs
EHS 654  The Adult Learner
EHS 655  Continuing Education for the Professions
EHS 657  Advanced Instructional Design
EHS 659  Reflection and Dialogue
EHS 661  Teaching and Learning Styles
EHS 663  Human Performance Improvement
EHS 664  Communicating for Results
EHS 665  Human Resources Information Systems
EHS 666  Coaching and Mentoring
EHS 667  Critical Business Competencies
EHS 670  Special Topics
EHS 700  HRLPP Independent Projects
EHS 712  Adult Development
EHS ___ Human Resources Electives\(^3\)
EHS ___ Organizational Development Electives\(^4\)
SOM ___ Graduate Management Electives\(^5\)

\(^*\)Students are advised to take EHS 695 toward the conclusion of the degree program.

\(^1\) Students are advised to take the internship and EHS 695 toward the conclusion of the
degree program.

2 All elective courses are selected in consultation with the faculty advisor. Six (6) graduate credits directly related to the AOL program may be transferred prior to matriculation at the discretion of the advisor.

3 Courses may be selected from the Graduate Program in Human Resources. EHS 680 is a prerequisite to human resources courses.

4 In consultation with the faculty advisor, two (2) courses may be selected from the CAGS in Organizational Development.

5 Graduate-level management courses may be elected with permission from the Sawyer Business School Dean of Graduate Programs.

Master’s of Science in Organizational Learning and Development/ Graduate Certificate in Human Resources

This program allows students to place a primary focus on adult and organizational learning and develop strong skills in human resources administration. Completing the joint program will allow students to be more versatile in their career paths and better able to achieve their career goals. Degrees will be awarded when all degree requirements for both programs are fulfilled.

Core Requirements (3 Semester Hours)

EHS 695 HRLPP Action Research*

*Students are advised to take this core course toward the completion of the degree program.

Concentration Requirements (33–36 Semester Hours)

EHS 650 Instructional Design

EHS 651 Adult and Organizational Learning

EHS 652 Training Methods for Adult Learners

EHS 658 Systems Thinking

EHS 660 HRLPP Professional Career Development Internship\(^1\)

EHS 662 Organizational Learning Seminar

EHS 680 The Human Resources Functions\(^2\)

EHS 682 Human Resources and the Law

EHS 683 Recruitment and Selection
EHS 684 Employee Relations
EHS 685 Compensation Systems and Employee Benefits

**Electives (9–12 Semester Hours)**

EHS 653 Marketing Training and Education Programs
EHS 654 The Adult Learner
EHS 657 Advanced Instructional Design
EHS 659 Reflection and Dialogue
EHS 661 Teaching and Learning Styles
EHS 663 Human Performance Improvement
EHS 664 Communicating for Results
EHS 666 Coaching and Mentoring
EHS 667 Critical Business Competencies
EHS 700 HRLPP Independent Projects
EHS ___ Human Resources Elective
SOM ___ Graduate Management Elective

1 Students are advised to take the internship toward the conclusion of the degree program.

2 EHS 680: The Human Resources Functions is a prerequisite to all Human Resources courses. Other HR courses may be taken concurrently with EHS 680.

3 All elective courses are selected in consultation with the faculty advisor. Six (6) graduate credits directly related to the AOL program may be transferred prior to matriculation at the discretion of the advisor.

4 Graduate-level management courses may be elected with permission of the Sawyer Business School Dean of Graduate Programs.

**Master's of Science in Organizational Learning and Development/ Organizational Development Certificate**

A Master of Science in Organizational Learning and Development focuses on key competencies in both adult education and organizational learning. The curriculum encompasses systems thinking, creative problem solving, presentation skills and adult training methods, performance improvement, needs assessment and team-based learning skills. The joint program is designed for students seeking the enhanced skills necessary to lead and manage change in organizations, anticipate problems and implement long-term solutions. **Degrees will be awarded when all degree requirements for both programs are fulfilled.**
Core Requirements (3 Semester Hours)

EHS 695 HRLPP Action Research*

*Students are advised to take this core course toward the completion of the degree program.

Concentration Requirements (30–33 Semester Hours)

EHS 650 Instructional design
EHS 651 Adult and Organizational Learning
EHS 652 Training Methods for Adult Learners
EHS 658 Systems Thinking
EHS 660 HRLPP Professional Career Development Internship
EHS 662 Organizational Learning Seminar
EHS 672 Organizational Culture and Change
EHS 674 Organizational Consulting
EHS 675 Performance and Knowledge Management
EHS 676 Leadership and Team Development

Electives (12–15 Semester Hours)

EHS 653 Marketing Training and Education Programs
EHS 654 The Adult Learner
EHS 655 Continuing Education for the Professions
EHS 657 Advanced Instructional Design
EHS 659 Reflection and Dialogue
EHS 661 Teaching and Learning Styles
EHS 663 Human Performance Improvement
EHS 664 Communicating for Results
EHS 666 Coaching and Mentoring
EHS 667 Critical Business Competencies
EHS 670 Special Topics
EHS 700 HRLPP Independent Projects
EHS ___ Human Resources Elective

SOM___ Graduate Management Electives

1 Students are advised to take the internship toward the conclusion of the degree program.

2 All elective courses are selected in consultation with the faculty advisor. Six (6) graduate credits directly related to the AOL/OD program may be transferred prior to matriculation at the discretion of the advisor.

3 Courses may be selected from the Graduate Program in Human Resources. EHS 680 is a prerequisite to human resources courses.

4 Graduate-level management courses may be elected with permission from the Sawyer Business School Dean of Graduate Programs.

Master’s of Science in Human Resources

Description

The program in Human Resources prepares students to function effectively in a variety of human resources roles (e.g., recruitment, compensation, benefits, change management, and strategic planning) in business, manufacturing, government, and nonprofit and other settings. Students develop and practice the competencies required of human resource professionals and through self-awareness and learning, have the opportunity to map out their career in the profession.

Internship

An internship is required for all students enrolled in the Human Resources master’s degree program. The student may elect an internship for 3 or 6 credits. The internship applicant will prepare a professional resumé and an application to be reviewed by the program advisor by October 1 of the fall semester for spring internship placements and by March 1 of the spring semester for fall internship placements. The intern can expect to be treated as a full-time exempt professional employee with a graduate degree. Compensation is optional and left to the discretion of the organization. The internship may be full- or part-time, depending on the needs of the student and/or the company providing the internship.

Note: For individuals who are currently employed in a full-time capacity, the internship may be completed at the employee’s corporate worksite.

Concentration Requirements (24–27 Semester Hours)

EHS 660 HRLPP Professional Career Development Internship (3–6 credits)

EHS 665 Human Resources Information Systems

EHS 680 The Human Resources Functions

EHS 682 Human Resources and the Law
EHS 683 Recruitment and Selection
EHS 684 Employee Relations
EHS 685 Compensation Systems and Employee Benefits
EHS 695 HRLPP Action Research*

*Students are advised to take EHS 695 toward the conclusion of the degree program.

**Electives (9–12 Semester Hours)**

EHS 651 Adult and Organizational Learning
EHS 658 Systems Thinking
EHS 662 Organizational Learning Seminar
EHS 667 Critical Business Competencies
EHS 670 Special Topics
EHS 681 Training and Development
EHS 686 Contemporary Issues in Human Resources
EHS 687 Strategic Human Resources Planning
EHS 688 Virtual Human Resources
EHS 700 HRLPP Independent Projects
EHS __ HRLPP Elective

SOM __ Graduate Management Electives

Note: The Graduate Record Exam (GRE) or the Miller Analogies Test (MAT) will be waived for those who have completed four (4) courses after matriculation from the Human Resources Certificate Program with a cumulative GPA of 3.5.

1 Students are advised to take the internship and EHS 695 toward the conclusion of the degree program.

2 All elective courses are selected in consultation with the faculty advisor. Six (6) graduate credits directly related to the HR program may be transferred prior to matriculation at the discretion of the advisor.

3 HLRPP courses may be elected with approval of the program advisor.

4 Graduate-level management courses may be elected with permission from the Sawyer Business School Dean of Graduate Programs.

**Optional Concentration in Global Human Resources**
Four courses in Global Human Resources may be taken as a concentration in the Master of Science in Human Resources Management program. These courses would be taken as the elective courses in the Master of Science in Human Resources.

**Required Courses (12 Credit Hours)**

- EHS 688 Virtual Human Resources
- EHS 689 Cultural Understanding in International Human Resources
- EHS 690 International Politics and Labor Relations
- EHS 691 The New Economy and Global Human Resources

With a concentration in Global Human Resources, you will acquire the knowledge, competencies, and best practices required to participate in the global environment. These include the acquisition of country specific knowledge about economic, political and social environments; how to address union and labor issues; legal and regulatory requirements; and other aspects of doing business outside the United States.

**Education Studies Programs**

**EDUCATION STUDIES PROGRAMS**

**Program Director:** Carroll

**Degree Programs**

- M.Ed. in Foundations of Education
  - Track A: Curriculum and Instruction
  - Track B: Urban Education
- M.Ed. in Middle School Teaching
  - Initial Licensure Component
  - Professional Licensure
- M.Ed. in Secondary School Teaching
  - Initial Licensure Component
  - Professional Licensure

**Post Master’s Program**

- Certificate in Advanced Graduate Study (CAGS)

These programs explore the relationships among and between community, discourse, and teachers within a context of continual assessment and reflective practice in order to improve formal and informal education.

Our Foundations of Education programs provide a basis for teaching college, pursuing doctoral work, or working in nonprofit agencies that support access and equity, and other fields related to the formal and informal education of adolescents through early adulthood.
The Middle and Secondary School Teaching programs are approved by the Massachusetts Department of Elementary and Secondary Education and culminate in Initial or Professional Licensure for a variety of subject areas, grades 5–12. International practica are possible through our campus in Senegal; other practica may be arranged by permission of the program director.

Lifelong learners employed in formal and informal educational settings are encouraged to enroll in the CAGS program and join our faculty as we investigate the salient issues facing students, teachers, and policymakers in the 21st century.

Educator Licensure Guidelines

The Middle and Secondary School Teaching programs prepare students for Initial and Professional Licensure as teachers of academic subjects and are aligned with the regulations in force in Massachusetts. The Massachusetts Department of Elementary and Secondary Education approves Suffolk University to sponsor individuals for licensure at the middle and secondary school levels. Licensed teachers may petition for licensure in every other state through the Massachusetts’ reciprocal agreement with the National Association of State Directors of Teacher Education and Certification (NASDTEC).

Pre-practicum and practicum placement sites may require students to complete the Criminal Offender Record Information (CORI) and/or Sexual Offender Record Information (SORI) prior to acceptance into their facility. Students are encouraged to contact schools early in their academic program regarding CORI/SORI requirements.

Title II, Section 207 of the Higher Education Act requires all institutions with teacher preparation programs that enroll students receiving federal financial assistance, to prepare annual reports on teacher preparation and licensing. Additionally, institutions must publish pass rate information for all programs, with 10 or more students who completed their prescribed programs within the previous reporting cycle, in official documents. Suffolk University had fewer than ten program completers in 2008–2009 and is prohibited from publishing pass rate data.

To obtain additional information about the Massachusetts Tests for Educator Licensure, including study materials and registration packets, contact:

Commonwealth of Massachusetts
Department of Elementary and Secondary Education
75 Pleasant Street Malden, Massachusetts 01248–4906
Phone (718) 338–3000
www.doe.ma.edu/teachertest or http://www.mtel.nesinc.com/

All students enrolled in programs leading to Initial or Professional Licensure are expected to develop and maintain portfolios of experience-related items showing their progress, accomplishments, and mastery. Such items may include, but should not be limited to:

<table>
<thead>
<tr>
<th>Audio/Video Tapes</th>
<th>Term Papers</th>
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</thead>
<tbody>
<tr>
<td>Journals</td>
<td>Examinations</td>
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<tr>
<td>Papers/Essays</td>
<td>Observation Reports</td>
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The Practicum experience is the culminating experience for Initial Licensure. Prospective teachers experience the varied roles of the classroom teacher for a minimum of 12 weeks and at least 360 clock hours. Clear instructional responsibility for at least half of this time and full responsibility for a substantial period is required. Students are jointly supervised and assessed by a representative from the Education and Human Services Department and the supervising practitioner.

**Practicum Standards**

1. Students must pass the content area section(s) and the Communication and Literacy Skills sections of the Massachusetts Test for Educator Licensure (MTEL) prior to enrolling in:

   EHS 815: Practicum: Middle School Teaching

   EHS 816: Practicum: Secondary School Teaching

   Documentation of passing scores must be provided to the Coordinator of Student Teaching prior to making application.

2. Students must submit a written application along with a current transcript to the Coordinator of Student Teaching early in the semester preceding the practicum semester.

3. Classroom teachers are required by Massachusetts law to have a tuberculin test (Mantoux) prior to the initiation of student teaching. The printed results of the Mantoux test must be submitted with the student teaching application.

4. Placements are made in schools approved by the Coordinator of Student Teaching in communities other than a student’s hometown/residence. Students may not be placed in any setting in which prior acquaintance among any of the school’s constituency groups presents potential conflicts for the student teacher’s appropriate functioning as a professional.

5. Qualified candidates may receive monetary compensation for their practicum experiences through mutual agreement between the school system, Coordinator of Student Teaching, Program Director, and student.

**Foundations of Education**

The Master of Education in Foundations of Education program offers two tracks:

**Track A: Curriculum and Instruction**
Track B: Urban Education

**M.Ed. Foundations of Education**

The M.Ed. in Foundations of Education is designed to provide a wide variety of career paths for curriculum workers, novice researchers, and educators in formal and informal settings.

**Core Requirements (6 Semester Hours)**

- EHS 802 History and Philosophy of American Education OR
- EHS 824 Current Issues and Trends in American Education
- EHS 818 Educational Research

**General Requirements (30 Semester Hours)**

- EHS 800 English Language Acquisition Strategies
- EHS 801 Educating Adolescents
- EHS 802 History and Philosophy of American Education
- EHS 803 Psychology of Learning Disabilities
- EHS 805 Differentiated Instruction
- EHS 806 Reading Theory Pedagogy and Practice
- EHS 807 Reading and Writing in the Content Areas
- EHS 808 Working in Schools: Practicum
- EHS 809 Mentoring
- EHS 810 Culturally Responsive Education
- EHS 813 Classroom Communication
- EHS 814 Urban Schooling
- EHS 817 Assessment Theory and Practice
- EHS 820 Legal Aspects of Compulsory Education
- EHS 821 Curriculum Theory
- EHS 822 Curriculum Development
- EHS 823 College Teaching
- EHS 824 Issues and Trends in American Education
EHS 835 Issues in College Access and Success

EHS 840 Ethics in Education

Coursework outside the program (maximum of 9 credit hours)

When appropriate to their career goals, students may complete 9 credit hours in academic departments or other programs offered by the Education and Human Services department, with approval from the Program Director.

**Track A: Curriculum and Instruction**

**Objectives**

This track provides teachers in formal and informal K–16 settings with the insights, skills and field experiences necessary to improve their performances. The program is also appropriate for those who want to extend their knowledge of the historical, philosophical and socio-cultural foundations of education. This degree will enable you to assess present and future issues and practices, as well as to develop a solid foundation for study at the doctoral level.

**Description**

Candidates can generally expect to complete degree requirements in four academic semesters of full-time study. The minimum program requirement is 36 semester hours of credit. Individuals are responsible for planning their program in consultation with their faculty advisor.

**Required Core Courses (6 Semester Hours)**

EHS 821 Curriculum Theory OR
EHS 822 Curriculum Development
EHS 823 College Teaching

**Electives (15 Semester Hours)**

EHS 800 English Language Acquisition Strategies
EHS 801 Educating Adolescents
EHS 802 History and Philosophy of American Education
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction
EHS 808 Working in Schools: Practicum
EHS 814 Urban Schooling
EHS 819 Advanced Research
EHS 820  Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development
EHS 824 Issues and Trends in American Education

**Track B: Urban Education**

**Objectives**

This track allows students to examine socio-cultural, socio-economic, and socio-political policies, indices, and factors as they relate to school and student achievement in urban settings. This program is appropriate for policy makers, curriculum workers, service providers, and other individuals looking to transform education.

**Description**

Candidates can generally expect to complete degree requirements in four academic semesters of full-time study. The minimum program requirement is 36 semester hours of credit. Individuals are responsible for planning their program in consultation with their faculty advisor.

**Required Core Courses (12 Semester Hours)**

EHS 808 Working in Schools: Practicum (6 credits)
EHS 814 Urban Schooling
EHS 830 Issues in College Access and Success

**Electives (21 Semester Hours)**

EHS 800 English Language Acquisition Strategies
EHS 802 History and Philosophy of American Education
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction
EHS 806 Reading Theory, Pedagogy, Practice
EHS 807 Reading and Writing in the Content Areas
EHS 808 Working in Schools: Practicum
EHS 809 Mentoring
EHS 810 Culturally Responsive Education
EHS 814 Urban Schooling
EHS 817 Assessment Theory and Practice
EHS 819 Advanced Research
EHS 820 Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development
EHS 824 Issues and Trends in American Education
EHS 840 Ethics in Education

**Initial Licensure: Middle School Teaching**

This program is designed for mid-career changers, recent college graduates, or current teachers needing Initial Licensure. The ideal candidate for this program will hold an undergraduate degree in the academic area (or 30 credit hours specific to licensure requirements) in which they seek licensure. Candidates may petition to waive 12 credit hours, based on prior coursework and/or employment experience. Applicants who hold a bachelors degree from Suffolk University may waive all courses in which they earned a B or better.

Candidates make application to the M.Ed. degree in Middle School Teaching to enter this program. With permission from the program director, students may complete 6 credit hours toward the M.Ed. requirements prior to completing student teaching.

Upon completion of program requirements, students will be sponsored for Initial Licensure by Suffolk University. At such time, students may elect to: continue with the program and fulfill the academic requirements for obtaining Professional Licensure; take a leave of absence while they begin their teaching career; or, withdraw from the M.Ed. program.

**Required Courses (24 Semester Hours)**

EHS 801 Educating Adolescents
EHS 806 Reading Theory, Pedagogy and Practice
EHS 810 Culturally Responsive Education
EHS 811 Curriculum and Pedagogy: Middle School
EHS 813 Classroom Communication
EHS 815 Practicum: Middle School Teaching (6 credit hours)
EHS 817 Assessment Theory and Practice

**Master’s of Education in Middle School Teaching**
Description

This program is designed for Middle School teachers who obtained Initial Licensure either as part of their undergraduate program of study, or through a stand-alone post-baccalaureate program. Individuals without Initial Licensure must complete the 24 credit hour program (see above) prior to enrolling in required coursework for the M.Ed.

Completion of this degree fulfills the academic requirement for Professional Licensure in Secondary School Teaching.

This program is aligned with the current regulations for Professional Licensure in Massachusetts. Upon completion of this program, students will be sponsored for the Professional License. Please note: other requirements for the Professional License include: 1) completion of a one-year induction program with a mentor, 2) at least three full years of employment in the role of the license, i.e., as a Middle School Teacher, and 3) at least 50 hours of a mentored experience beyond the induction year. Additional requirements for the Professional License may be implemented by the Massachusetts Department of Elementary and Secondary Education.

Admission Requirements

The following are required for admission into the Master’s of Science in Middle School Teaching program:

1. Possession of a valid, Initial License to teach in Massachusetts;

2. Completion of Graduate Application for Admission. No additional testing is required for this program for domestic students.

To be considered for admission to the Initial Licensure Component, you must hold a bachelor’s degree from an accredited college or university, have a minimum undergraduate GPA of 2.75, have passing scores on the communication and literacy skills sections of the Massachusetts Test for Educator Licensure (MTEL), and complete the application requirements. You must also arrange for a review of your transcript and interview with the program director.

Students completing Initial Licensure must maintain a minimum GPA of 3.0 in order to continue with M.Ed. coursework.

Required Courses (12 Semester Hours)

EHS 800 English Language Acquisition Strategies

EHS 803 Psychology of Learning Disabilities

EHS 805 Differentiated Instruction

EHS 818 Educational Research

Optional Courses (6 Semester Hours)

EHS 808 Working in Schools: Practicum
Content Area (18 Semester Hours)

Six courses of graduate level work in the academic content area for which the license is being sought.

Initial Licensure: Secondary School Teaching

This program is designed for mid-career changers, recent college graduates, or current teachers needing Initial Licensure. The ideal candidate for this program will hold an undergraduate degree in the academic area (or 30 credit hours specific to licensure requirements) in which they seek licensure. Candidates may petition to waive 12 credit hours, based on prior coursework and/or employment experience. Applicants who hold a bachelors degree from Suffolk University may waive all courses in which they earned a B or better.

Candidates make application to the M.Ed. degree in Secondary School Teaching to enter this program. With permission from the program director, students may complete 6 credit hours toward the M.Ed. requirements prior to completing student teaching.

Upon completion of program requirements, students will be sponsored for Initial Licensure by Suffolk University. At such time, students may elect to: continue with the program and fulfill the academic requirements for obtaining Professional Licensure; take a leave of absence while they begin their teaching career; or, withdraw from the M.Ed. program.

Required Courses (24 Semester Hours)

EHS 801 Educating Adolescents
EHS 807 Reading and Writing in the Content Areas
EHS 810 Culturally Responsive Education
EHS 812 Curriculum and Pedagogy: Secondary
EHS 813 Classroom Communication
EHS 816 Practicum: Secondary School Teaching (6 Credit Hours)
EHS 817 Assessment Theory and Practice

**Master’s of Education in Secondary School Teaching**

**Description**

This program is designed for Secondary School teachers who obtained Initial Licensure either as part of their undergraduate program of study, or through a stand-alone post-baccalaureate program. Individuals without Initial Licensure must complete the 24 credit hour program (see above) prior to enrolling in required coursework for the M.Ed.

Completion of this degree fulfills the academic requirement for Professional Licensure in Secondary School Teaching.

This program is aligned with the current regulations for Professional Licensure in Massachusetts. Upon completion of this program, students will be sponsored for the Professional License. Please note: other requirements for the Professional License include: 1) completion of a one-year induction program with a mentor, 2) at least three full years of employment in the role of the license, i.e., as a Biology Teacher in grades 8 – 12, and 3) at least 50 hours of a mentored experience beyond the induction year. Additional requirements for the Professional License may be implemented by the Massachusetts Department of Elementary and Secondary Education.

**Admission Requirements**

The following are required for admission into the Master’s of Science in Secondary Teaching program:

1. Possession of a valid Initial License to teach in Massachusetts;

2. Completion of Graduate Application for Admission. No additional testing is required for this program for domestic students.

To be considered for admission to the Initial Licensure Component, you must hold a bachelor’s degree from an accredited college or university, have a minimum undergraduate GPA of 2.75, have passing scores on the communication and literacy skills sections of the Massachusetts Test for Educator Licensure (MTEL), and complete the application requirements. **You must also arrange for a review of your transcript and interview with the program director.**

Students completing Initial Licensure must maintain a minimum GPA of 3.0 in order to continue with M.Ed. coursework.

**Required Courses (CORE) (12 Semester Hours)**

- EHS 800 English Language Acquisition Strategies
- EHS 803 Psychology of Learning Disabilities
- EHS 805 Differentiated Instruction
- EHS 818 Educational Research

**Optional Courses (6 Semester Hours)**
EHS 808 Working in Schools: Practicum
EHS 809 Mentoring
EHS 810 Culturally Responsive Education
EHS 814 Urban Schooling
EHS 820 Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development
EHS 830 Issues in College Access and Success
EHS 840 Ethics in Education

Content Area (18 Semester Hours)
Six courses of graduate level work in the academic content area for which the license is being sought.

Post Master’s Program – Certificate of Advanced Graduate Study (CAGS)

Description
This post master's program in teaching is designed for professionals who hold a master's degree and wish to deepen their understanding of issues confronting America’s teachers in schools today. Appropriate for teachers who seek to expand their range of experiences to include coaching, mentoring, or curriculum leadership. The completion of 30 credits of graduate study is required for the certificate; in consultation with their advisor, students either design a program of study to meet their career and research aspirations, or matriculate in a specified area, or track. Additional hours may be required at the discretion of the faculty advisor.

Admission Requirements
To be considered for admission to the CAGS program, you must hold a master's degree from an accredited institution, have a graduate GPA of 3.5, and complete the application requirements described.

Required Core Courses (3 Semester Hours)
EHS 819 Advanced Research
*Students may be required to complete EHS 818: Educational Research prior to enrolling in EHS 819, if their Masters program did not include a research course.

Electives (27 Semester Hours)
EHS 800 English Language Acquisition Strategies
EHS 802 History and Philosophy of American Education
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction
EHS 806 Reading Theory, Pedagogy and Practice
EHS 807 Reading and Writing in the Content Areas
EHS 808 Working in Schools: Practicum
EHS 809 Mentoring
EHS 810 Culturally Responsive Teaching
EHS 814 Urban Schooling
EHS 815 Practicum: Middle School
EHS 816 Practicum: Secondary School
EHS 817 Assessment Theory and Practice
EHS 818 Educational Research
EHS 819 Advanced Research
EHS 820 Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development
EHS 823 College Teaching
EHS 824 Issues and Trends in American Education
EHS 830 Issues in College Access and Success
EHS 840 Ethics in Education

**Coursework outside the program (Maximum of 12 semester hours)**

When appropriate to their career goals, students may complete 12 credit hours in academic departments or other programs offered by the Education and Human Services department, with approval from the Program Director.

**Track A Professional Licensure: Middle School Teaching**

This track is designed for Middle School teachers who earned Initial Licensure through a Masters program. Completion of this degree fulfills the academic requirement for Professional Licensure in Secondary School Teaching.
Required Courses (9 Semester Hours)

EHS 800 English Language Acquisition Strategies
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction

Required Courses: Academic Content (15 Semester Hours)

Enrollment in five graduate level courses appropriate to the licensure area sought.

Optional Courses (6 Semester Hours)

EHS 808 Working in Schools: Practicum
EHS 809 Mentoring
EHS 810 Culturally Responsive Education
EHS 814 Urban Schooling
EHS 818 Educational Research
EHS 820 Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development

Track B Professional Licensure: Secondary School Teaching

This track is designed for Secondary School teachers who earned Initial Licensure through a Masters program. Completion of this degree fulfills the academic requirement for Professional Licensure in Secondary School Teaching.

Required Courses (9 Semester Hours)

EHS 800 English Language Acquisition Strategies
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction

Required Courses: Academic Content (15 Semester Hours)

Enrollment in five graduate level courses appropriate to the licensure area sought.

Optional Courses (6 Semester Hours)

EHS 808 Working in Schools: Practicum
EHS 810 Culturally Responsive Education
EHS 809 Mentoring
EHS 814 Urban Schooling
EHS 818 Educational Research
EHS 819 Advanced Research (may be taken twice for a total of 6 credit hours)
EHS 820 Legal Aspects of Compulsory Education
EHS 821 Curriculum Theory
EHS 822 Curriculum Development

**Track C 6–12 Leadership**

This track is designed for educators seeking to move into leadership positions in educational settings and is an ideal fit for candidates who have obtained Professional Licensure through a Masters program. Completion of this track does not result in licensure.

**Required Courses (12 Semester Hours)**

EHS 808 Working in Schools: Practicum
EHS 809 Mentoring
EHS 820 Legal Aspects of Compulsory Education
EHS 830 Issues in College Access and Success

**Optional Courses (15 Semester Hours)**

EHS 800 English Language Acquisition Strategies
EHS 802 History and Philosophy of American Education
EHS 803 Psychology of Learning Disabilities
EHS 805 Differentiated Instruction
EHS 814 Urban Schooling
EHS 818 Educational Research
EHS 821 Curriculum Theory
EHS 822 Curriculum Development
EHS 823 College Teaching
Courses

Course Number
EHS–440

Course Name
Ethics in Education

Pre-requisites
Instructor Permission required

Course Credits
4.00–

Description
The purpose of Education Ethics is to give you frameworks in which to process difficult ethical dilemmas and decisions that you will need to make in the course of your career as a teacher. Ethical uneasiness for teachers exists at many levels; systemic, collegial, classroom and the community. In this course we will explore together some of the issues beginning teachers confront at these various levels and devise methods and resources to help you make the most compassionate, caring decision you can to promote student growth and learning and your own professional development. Normally offered alternate years.

Course Number
EHS–625

Course Name
Organization & Administration of Higher Education

Pre-requisites

Course 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. Normally offered yearly.

**Course Number**

EHS-626

**Course Name**

Legal Aspects Higher Education

**Pre-requisites**

**Course 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. Normally offered yearly.

**Course Number**

EHS-627

**Course Name**

Junior/Community College: Processes & Problems

**Pre-requisites**

**Course Credits**

3.00–
Description

Examines the rationale, role, structure and function of public and private two-year institutions, with attention to the sociology of student populations, curricular and instructional trends, administrative problems, and future planning. Normally offered every third year.

Course Number

EHS–628

Course Name

Financial Aspects Higher Education

Pre-requisites

Course 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. Normally offered yearly.

Course Number

EHS–632

Course Name

Diversity Issues in Higher Education

Pre-requisites

Course 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. Normally offered yearly.

**Course Number**

EHS-634

**Course Name**

Student Development: Theory and Practice

**Pre-requisites**

**Course 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. Normally offered yearly

**Course Number**

EHS-635

**Course Name**

The American College/University Student

**Pre-requisites**

**Course 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 subgroups and cultures. Consideration is given to methods of locating resources on students and to measuring the effect of post-secondary education. Normally offered yearly.

Course Number

EHS–638

Course Name

Field Project: Higher Education

Pre-requisites

Course Credits

3.00–

Description

Advanced individual study of a problem in higher education, including provision for application in a specific institution or higher education agency. INDEPENDENT/INDIVIDUALIZED STUDY – OFFERED ONLY AS NEEDED.

Course Number

EHS–640

Course Name

Reading & Research

Pre-requisites

Course 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. INDEPENDENT/INDIVIDUALIZED STUDY – OFFERED ONLY AS NEEDED.

Course Number

EHS-642

Course Name

College and University Culture

Pre-requisites

Course 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. 1 term – 3 semester hours [DELETE RED TEXT]. Normally offered yearly.

Course Number

EHS-643

Course Name

Leadership

Pre-requisites
Course 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. Normally offered yearly

Course Number

EHS–645

Course Name

Practicum in Administration

Pre–requisites

Course 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. Normally offered every semester.

Course Number

EHS–646

Course Name

Self–Assessment & Career Development
Pre-requisites

Course Credits
3.00–

Description
Explores techniques for clarifying personal strengths, skills and interests in higher education and helps students develop a career enhancement plan based on self-assessment. INDEPENDENT/INDIVIDUALIZED STUDY – OFFERED ONLY AS NEEDED.

Course Number
EHS–647

Course Name
Critical Issues in Higher Education

Pre-requisites

Course 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. Normally offered yearly.

Course Number
EHS–648

Course Name
Research in Higher Education

Pre-requisites
Course 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. Normally offered yearly.

Course Number
EHS-650

Course Name
Instructional Design

Pre-requisites
Open to HRLPP majors, or with instructor’s consent

Course Credits
3.00-

Description
Identification of technological developments and trends affecting the design of curriculum for corporate training and continuing education settings. Developing curriculum needs assessment through interviews, and literature review. Preparation of design documents, learning objectives, content outlines, lesson plans, participant materials, and evaluations. Additional topics include: Instructional designer competencies, project plans, delivery systems, and program development. Normally offered yearly.

Course Number
EHS-651

Course Name
Adult & Organizational Learning

Pre-requisites
Course Credits

3.00-

Description

Introduction to the core essentials of adult learning, encompassing concepts based on theories and proven practice. The course will also address the five disciplines of the learning organization with special emphasis on three: team learning, shared vision, and personal mastery. Adult learning and organizational learning theories will be applied to the learner’s own area of expertise.

Course Number

EHS–652

Course Name

Training Methods for Adult Learners

Pre-requisites

Course Credits

3.00-

Description

This course examines the teaching–learning process appropriate to a variety of educational/learning settings. Exploration of a variety of appropriate methods and techniques and strategies effective in adult learning situations. It will investigate the special characteristics of the adult learner, including the teaching/training of older adults. Demonstration of methods and techniques, use of visual aids and teaching devices. Development of presentation skills.

Course Number

EHS–654

Course Name

Distance Learning

Pre-requisites

Restricted to HRLPP students only
Course Credits
3.00-

Description
This course will focus on the adult learner – his/her physiological, psychological, sociological, and intellectual characteristics and how they affect learning. Adult learning theory and adult intelligence are explored as a means to understand the adult as a learner. The course will also investigate the factors that facilitate or impede the learning process and will include the study of motivational factors that prompt adults to seek out educational opportunities.

Course Number
EHS–658

Course Name
Systems Thinking

Pre–requisites

Course Credits
3.00-

Description
Exploration of the guiding idea of systems thinking: that behavior of all systems follows certain common principles. Through participative interaction, participants will learn how to map individual problems or areas of concern within their own area of expertise, identify the key leverage points for improved thinking, and develop effective action strategies.

Course Number
EHS–659

Course Name
Reflection & Dialogue

Pre–requisites

Course Credits
3.00–

**Description**

Discovery and exploration of the underlying assumptions guiding our behavior. These tacit assumptions are often unexamined and untested, yet they act as a source of our beliefs and actions. Participants will develop an awareness of their own thinking and reasoning and learn to utilize reflective practices as a resource into their thinking.

**Course Number**

EHS–660

**Course Name**

HRLLP Professional Career Development Internship

**Pre-requisites**

Open to HRLPP majors, or with instructor’s consent

**Course Credits**

3.00–6.00

**Description**

This course encompasses both professional and career development and a hands-on internship experience. Human Resources and Learning and Development majors will obtain internships relating to their area of interest/expertise and major. The internship advisor must approve the field site. An application for the internship must be filed by October 1 for spring semester internships and March 1 for fall semester internships. It is recommended that the internship be selected toward the end of the degree program. In addition to the hands-on internship project, regular classroom sessions are conducted. This course includes: the job search, career planning, networking, professional development, and cutting-edge topics in human resources and learning and development. Normally offered each semester.

**Course Number**

EHS–661

**Course Name**

Teaching and Learning Styles
Pre-requisites

Course Credits

3.00-

Description

An examination of learning style and trainer style inventories including: (1) personality testing instruments; (2) information processing inventories; (3) social interaction inventories; and (4) instructional preference inventories. Development of instructional modules and design documents appropriate to individual differences and learner needs. Open to HRLPP majors or with permission of instructor. Normally offered summer session.

Course Number

EHS-662

Course Name

Learning and Development Seminar

Pre-requisites

Open to HRLPP majors, or with instructor’s consent

Course Credits

3.00-

Description

Demonstration of program competencies through the creation and presentation of a comprehensive, mediated training module derived from a case study. Examination of advanced training and facilitation techniques and appropriate blended learning strategies. Topics include: exploration of databases for researching companies and industries: dealing with difficult participants, and self-assessment inventories. The course also addresses group and process techniques utilized by effective facilitators. Normally offered each semester.

Course Number

EHS-665

Course Name
H R Information Systems

Pre-requisites

Course Credits
3.00

Description
Introduces automated information systems to human resources functions for the purpose of improving the planning and decision-making aspects. This course provides an overview of popular industry-leading human resources software. Customized to meet individual student needs, students will select software packages for in-depth, individualized learning. The course addresses: the information and data base requirements; system development considerations and constraints; the evaluation of existing software packages; and integration into the organization’s business information systems.

Course Number
EHS-666

Course Name
Coaching and Mentoring

Pre-requisites
Open to HRLPP majors or with permission of instructor

Course Credits
3.00

Description
Coaching and mentoring are powerful tools in organizational and performance development. They are important to both employee retention and the shaping of careers. The lifeblood of a corporation is to ensure the intellectual legacy of its people and their accumulated wealth of experience. This course addresses the differences between coaching and mentoring and explores the role of the coach as a change agent, responsible for driving behavior and performance change in the corporate environment. It also addresses the mentoring process as it relates to assisting people with career development. Topics include one-on-one coaching, group coaching and individual mentoring. Open to HRLPP majors or with permission of the instructor. Normally offered in alternate years.
Course Number
EHS–669

Course Name
Leadership Team Development

Pre-requisites

Course Credits
3.00–

Description
What does it take to be a very effective leader in today’s fast-paced business environment? This course will delineate the core characteristics of leaders, what makes successful leaders, how power is defined in organizations, and how to influence others to remain competitive. Significant leadership models will be discussed. In addition, the ability to build sustaining, high-powered teams that can implement critical tasks will be a cornerstone of this course.

Course Number
EHS–672

Course Name
Organizational Culture & Change

Pre-requisites

Course Credits
3.00–

Description
Set in the context of issues facing business and organizations today, this foundational module will explore the theories and values shaping the practice of organizational development. OD concepts, interventions, models, current issues, and trends will be examined. A thorough understanding of the importance of organizational culture will be presented as a backdrop to the introduction of change management. This course will explore in depth how to plan, communicate, lead and evaluate organizational change efforts. a practical guide for organization design, one of the OD consultant’s key tools for improving organizational effectiveness will be reviewed.
Course Number
EHS–674

Course Name
Organizational Consulting

Pre-requisites

Course Credits
3.00–

Description
Diagnosis is an on-going critical competency of the OD professional, whether that diagnosis is on the individual contributor, team, or organizational level. This course will emphasize the skills, procedures, and processes involved in effective consultation and coaching. Issues faced by the consultant and how to resolve them are also addressed.

Course Number
EHS–675

Course Name
Performance and Knowledge Management

Pre-requisites

Course Credits
3.00–

Description
A challenge to organizations today is maximizing individual and organizational performance. This course will examine how organizations identify goals and measure performance against them. Different performance management models will be introduced. The OD professional's role as performance management models will be explored. A competency-based approach to performance management and improvement will be introduced as a tool for the performance consultant.
Course Number
EHS–676

Course Name
Leadership and Team Development

Pre-requisites

Course Credits
3.00–

Description
What does it take to be a very effective leader in today’s fast paced business environment? This course will delineate the core characteristics of leaders, what makes successful leaders, how power is defined in organizations, and how to influence others to remain competitive. Several leadership models will be discussed. The ability to build sustaining, high-powered teams that can implement critical tasks will be a cornerstone of this module. Normally offered yearly.

Course Number
EHS–680

Course Name
The Human Resources Functions

Pre-requisites
Open to HRLPP majors or with permission of instructor.

Course Credits
3.00–

Description
The study of the human resources functions in organizations, including staffing, training and development, performance management, performance appraisal, compensation, benefits, safety and health. The course addresses these topics from a business perspective and focuses on the human resource function as a business partner and change agent. The course explores changes in the HR role, strategic HR planning, workforce demographics, technology, and the global
business environment. Open to HRLPP majors or with permission of instructor. Normally offered each semester.

**Course Number**

EHS–681

**Course Name**

Training and Development

**Pre-requisites**

Restricted to HRLPP students only

**Course Credits**

3.00–

**Description**

An overview of the training and development function within organizations. A systems approach to training and development will be emphasized. Such topics as needs assessment, staffing, training techniques, and evaluation will be explored. Restricted to HRLPP students only.

**Course Number**

EHS–682

**Course Name**

Human Resources & the Law

**Pre-requisites**

Restricted to HRLPP Majors EHS 680 (can be taken concurrently)

**Course Credits**

3.00–

**Description**

A review of the legal environment as it affects management/employee relations. The course will explore the legislation and legal cases in the areas such as: job descriptions; the employment
process; the employee handbook; performance appraisal; employee conduct, complaints, discipline and termination; and the personnel file. Normally offered yearly.

**Course Number**

EHS–683

**Course Name**

Recruitment & Selection

**Pre-requisites**

EHS 680 May be taken concurrently with EHS 680

**Course Credits**

3.00–

**Description**

An in-depth examination of the recruitment process from workforce planning through recruiting to final selection. Specific areas covered include: developing position specifications, assessing the labor markets, advertising, employment agencies, internal control systems, candidate relations and assessment, and closing the deal. Normally offered yearly. OPEN TO HRLPP MAJORS OR WITH PERMISSION OF THE INSTRUCTOR

**Course Number**

EHS–684

**Course Name**

Employee Relations

**Pre-requisites**

EHS 680 May be taken concurrently with EHS 680 Restricted to HRLPP Majors

**Course Credits**

3.00–

**Description**
This course reviews the employer and employee relationship by studying such topics as employee/employer rights and responsibilities, recruitment and retention, empowerment, conflict resolution, performance management, change management, and work/life balance. The course looks at these topics through a behavioral approach as well as from a business perspective and provides the student with opportunities to apply techniques and methods studied. Open to HRLPP majors or with permission of instructor Normally offered yearly.

Course Number
EHS–685

Course Name
Compensation System/Employee Benefits

Pre-requisites
EHS 680 May be taken concurrently with EHS 680

Course Credits
3.00–

Description
Compensation of employees and related benefits are the largest expense for most organizations. This course examines these important areas of human resources and includes: The study of the role of compensation in the business environment. Does it motivate? Does it achieve the organization’s objectives? The design of wage and salary programs and performance-based pay packages. The study and analysis of the concepts and principles guiding the design of employee benefit plans. The course will cover retirement plans, insurance, statutory benefits, personnel policies, and emerging benefits. Open to HRLPP majors or with instructor permission. Normally offered yearly.

Course Number
EHS–686

Course Name
Contemporary Issues in Human Resources

Pre-requisites

Course Credits
**Course Number**

EHS–687

**Course Name**

Strategic Human Resources Planning

**Pre-requisites**

EHS 680 May be taken concurrently with EHS 680 Restricted to HRLPP Majors

**Course Credits**

3.00-

**Description**

High-performance organizations are recognizing the role of human resources in building better, faster, and more competitive organizations. Accordingly, the human resources function is an integral component of the corporate strategy. Human resources is expected to strengthen the organization’s competitiveness in the fast-moving global, quality focused organizations. This course will examine the ways human resource professionals, in the business partner role, work with managers to effectively implement people-intensive strategies. Open to HRLPP majors or with instructor permission. Normally offered alternate years.

**Course Number**

EHS–688

**Course Name**

Virtual Human Resources

**Pre-requisites**
EHS 680 May be taken concurrently with EHS 680 Restricted to HRLPP Majors

Course Credits
3.00-

Description
Improving productivity and reducing cost demands new ways of working and communicating, and rapid, continual learning is part of today’s global business environment. This course addresses such issues as training and managing employees who work at remote locations and the effective use and application of Internet and intranet technologies for human resources functions. The best practices of HR organizations living in a virtual office complex will be explored.

Course Number
EHS-689

Course Name
Cultural Understanding in International Human Resources

Pre-requisites

Course Credits
3.00-

Description
In order for the human resource professional to be a valued resource in today’s global business environment, he/she must understand and appreciate the differences international cultures. This course will explore, through the use of scholarly readings, business cases, and other learning tools, the dynamics of cultural diversity in global business organizations. Topics for study will include the effective human resource systems involved with managing, communicating, developing, motivating, and working with diverse international organizations and preparing employees and managers for international assignments. Normally offered yearly.

Course Number
EHS-690

Course Name
International Politics and Labor Relations
Pre-requisites

Course Credits

3.00-

Description

Organizations involved in international business ventures must understand and be able to work with the varied political and labor relations approaches that currently exist in the global business world. Given the complexities of these approaches, organizations must develop effective human resource systems that take into account these differences so that they can achieve their business goals both at home and abroad. This course will review the political and labor relations challenge contemporary organizations must meet to compete successfully in international business. Normally offered yearly.

Course Number

EHS-691

Course Name

New Economy & Global Human Resources

Pre-requisites

Course Credits

3.00-

Description

All business organizations today find themselves challenged by the latest developments in globalization and the new market economy. This course is designed to provide the student with an overview of the influence of the market economy on business decisions and on the management of human resources. Students will read scholarly articles, study business cases that provide models and examples of human resource systems that effectively address the effects of today’s global economy. Normally offered yearly.

Course Number

EHS-695

Course Name
Hrlpp Action Research

Pre-requisites

Restricted to HRLPP students only.

Course Credits

3.00–

Description

This course will blend both action research methodology with the principles, concepts, and methods of research design and statistics. Action Research is applied research that focuses on solving real problems in an organization and implementing system-wide solutions. It provides well-tested methods of accelerating learning that enable people to master and handle difficult situations. The power and multiplying impact of action research has many benefits including: solutions to complex organizational problems; individual and team development; management development and the creation of learning organizations. Normally offered in the Spring semester. This course should be taken in the final semester of the degree program and requires the completion of 30 credits prior to registration.

Course Number

EHS–700

Course Name

Adult & Organizational Learning Independent Projects

Pre-requisites

Course Credits

3.00–

Description

Advanced, individual, intensive study of a problem in adult and organizational learning.

Course Number

EHS–701

Course Name
Child and Adolescent Development

**Pre-requisites**

**Course Credits**

3.00–

**Description**

Examines the childhood, preadolescent and adolescent stages of human development relative to students’ learning, social development, and parental relationships. Special emphasis will be placed on deviant behavior, social actions, outreach and prevention programs. Ten observation hours required. Normally offered yearly.

**Course Number**

EHS–710

**Course Name**

Introduction to School Counseling

**Pre-requisites**

**Course Credits**

3.00–

**Description**

The foundation course for those enrolled in the school counseling program. The philosophical and theoretical foundations for school counseling are investigated, as well as the roles and functions of the school counselor, including group counseling, consultation, referral, Chapter 766 involvement, etc.

**Course Number**

EHS–712

**Course Name**

Life Span Development
Pre-requisites

Course Credits

3.00-

Description

This course explores the ways in which adults change or develop in both shared and individual ways over the adult years. The process of development is examined, including the biological, psychological, cultural and social forces that may govern the changes that we see among adults. The course will introduce some of the major concepts and theories of adult development. It will investigate both the uniqueness and the common ground of adult lives. Normally offered yearly.

Course Number

EHS–713

Course Name

Counseling: Theory & Practice

Pre-requisites

EHS 713

Course 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.

Course Number

EHS–714

Course Name

Psychology of Career Development ]
Pre-requisites

Course 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.

Course Number
EHS–715

Course Name
Methods of Research

Pre-requisites

Course 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.

Course Number
EHS–716

Course Name
Psychological Diagnosis

Pre-requisites

EHS 717
Course 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.

Course Number
EHS–717

Course Name
Introduction to Psychological Testing

Pre–requisites
EHS 713

Course 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.

Course Number
EHS–720

Course Name
School Counseling Practicum I

Pre–requisites
EHS 710, EHS 737, EHS 746
Course 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.

Course Number

EHS–721

Course Name

School Counseling Practicum II

Pre-requisites

EHS 720

Course Credits

3.00–6.00

Description

Continuation of EHS 720 with an opportunity to assume increased responsibility for clients under supervision. Offered spring semester.

Course Number

EHS–725

Course Name

Forensic Psychological Assessment

Pre-requisites

Course Credits
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.

Course Number

EHS–726

Course Name

Family Therapy

Pre-requisites

Course 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.

Course Number

EHS–727

Course Name

Substance Abuse & Treatment

Pre-requisites

Course 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.

Course Number

EHS–728

Course Name

Professional Orientation: Ethical/Legal Issues

Pre-requisites

Course 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.

Course Number

EHS–729

Course Name

Human Sexuality Seminar

Pre-requisites

Course 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.

Course Number
EHS–731

Course Name
Action Research

Pre-requisites

Course 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.

Course Number
EHS–732

Course Name
Psychological Disorders of Childhood & Adolescence

Pre-requisites

Course 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.

**Course Number**

EHS–733

**Course Name**

Counseling Diverse Populations

**Pre-requisites**

**Course 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.

**Course Number**

EHS–734

**Course Name**

Seminar in Counseling Psychology

**Pre-requisites**

**Course Credits**

3.00–

**Description**

The study of selected topics in counseling and human relations, with the emphasis on problem identification, intervention and remediation.

**Course Number**

EHS–735
Course Name
Group Counseling

Pre-requisites

Course 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.

Course Number
EHS–737

Course Name
Counseling Skills Lab

Pre-requisites

Course 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.

Course Number
EHS–738

Course Name
Mental Health Counseling Practicum I

Pre-requisites
EHS 713 and EHS 737

Course 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.

Course Number
EHS-739

Course Name
Mental Health Counseling Practicum II

Pre-requisites
EHS 738

Course Credits
3.00-

Description
Continuation of EHS 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.

Course Number
EHS-740

Course Name
Counseling Internship I

Pre-requisites
EHS 738 and EHS 739

Course Credits
3.00-

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.

Course Number
EHS–741

Course Name
Counseling Internship II

Pre-requisites
EHS 740

Course Credits
3.00-

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.

Course Number
EHS–744
Course Name
Counseling & Human Relations Supervision I

Pre-requisites

Course Credits
3.00–

Description
Examination of theories and techniques of clinical supervision. Direct responsibility for assisting in the supervision of Master's Degree students. Normally offered fall semester.

Course Number
EHS–745

Course Name
Counseling & Human Relations Supervision II

Pre-requisites
EHS 744

Course Credits
3.00–

Description
Continuation of Clinical Supervision I. Increased responsibility for supervision. Normally offered fall semester.

Course Number
EHS–746

Course Name
Issues in School Counseling
Pre-requisites

EHS 710

Course 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.

Course Number

EHS-747

Course Name

College Admission Counseling Fundamental Fundamentals

Pre-requisites

Course 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.

Course Number

EHS-748

Course Name

Fieldwork: College Visits
Pre-requisites
EHS 747

Course 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

Course Number
EHS–749

Course Name
Access and Equity in Higher Education

Pre-requisites

Course 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

Course Number
EHS–750

Course Name
Independent Study: Counseling and Human Relations
<table>
<thead>
<tr>
<th>Course Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Violence, Abuse &amp; Neglect</td>
<td>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.</td>
</tr>
</tbody>
</table>
| Independent Study: Counseling and Human Relations | Pre-requisites  
| EHS-753                   |                                                                                                       |
Course Credits
3.00–

Description
Intensive study of an aspect of counseling and human relations in consultation with a faculty coordinator.

Course Number
EHS–800

Course Name
English Language Acquisition Strategy

Pre-requisites

Course Credits
3.00–

Description
An overview of linguistic research on second language acquisition. Different theories of second language acquisition will be discussed; special attention will be paid to differences between first and second language acquisition, as well as implications of research for foreign language teaching. Students will analyze policy related to assessment and placement of English Language Learners. Normally offered alternate years.

Course Number
EHS–801

Course Name
Educating Adolescents

Pre-requisites

Course Credits
3.00–
**Description**

Examines the childhood, preadolescent and adolescent stages of human development relative to students’ learning, social development, and parental relationships. Special emphasis will be placed on deviant behavior, social actions, outreach and prevention programs. Ten observation hours required. Normally offered yearly.

**Course Number**

EHS-802

**Course Name**

History and Philosophy of American Education

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Explores the evolution of schooling in the United States from The English High School to the present. Theorists include: Mann, Franklin, Dewey, Sizer, and others. Normally offered yearly.

**Course Number**

EHS-803

**Course Name**

Psychology of Learning Disabilities

**Pre-requisites**

**Course Credits**

3.00-

**Description**

This class provides students with an in-depth analysis of learning disabilities. The course examines the origins of learning disabilities, their underlying cognitive processes, and current
views, theories, and research available. Psychological, educational, and medical based remediation strategies will be discussed. Normally offered alternate years.

**Course Number**

EHS–805

**Course Name**

Differentiated Instruction

**Pre-requisites**

**Course Credits**

3.00–

**Description**

Provides an introduction to the philosophy of differentiation instruction. This course will examine ways that classrooms can effectively support differentiating instruction and assessment to address the complex challenges of meeting the diverse learning needs of all students. Participants will gain an understanding of the reasons and assumptions underlying differentiation and acquire the ability to identify key indicators in a classroom. Knowledge of the characteristics of students who learn at different paces and levels will be developed. Study of a variety of curriculum options, such as those of content, process and product and management styles further assists the implementation of differentiated lessons that optimize learning for all students, including gifted students and other high-ability learners. Normally offered alternate years.

**Course Number**

EHS–806

**Course Name**

Reading Theory, Pedagogy & Practice

**Pre-requisites**

**Course Credits**

3.00–

**Description**
Students will become knowledgeable about the various approaches to teaching reading, decoding, vocabulary development, and comprehension. The use of study skills and application of reading skills in the Middle School content areas will be stressed. Students will be introduced to formal and informal assessment techniques to determine reading instructional needs. Normally offered yearly.

**Course Number**

EHS–807

**Course Name**

Reading and Writing in Content Areas

**Pre-requisites**

**Course Credits**

3.00–

**Description**

In-depth investigation of leading theoretical approaches to teaching reading and writing in the content areas. Topics include: diagnosing problems, individualizing instruction, developing IEP’s, and integrating reading and writing into the curriculum and instruction. Normally offered yearly.

This course provides dynamic exploration into what it means to be a mentor in public schools. Topics include: clarification of goals and objectives; challenges and benefits of school-based mentoring systems; MA ESE and district-based concerns relating to mentoring; and the
fundamentals of mentoring. Research into how to establish an effective mentoring relationship for both mentors and those being mentored. Normally offered alternate years.

Course Number
EHS–810

Course Name
Culturally Responsive Education

Pre-requisites

Course Credits
3.00–

Description
The relationship between cultural diversity and schooling is explored by examining impediments to academic achievement and advancement by minority students, non–native English speaking students, and other under-represented groups. Topics include: standardized testing, identification of inequities, legal and ethical responsibilities of teachers, and promoting equity. 15 pre-practicum observation hours required. Normally offered each semester.

Course Number
EHS–811

Course Name
Curriculum and Pedagogy: Middle School

Pre-requisites

Course Credits
3.00–

Description
Introduces students to the basic competencies of Middle School teaching. Topics include: behavioral problems, classroom management, grouping for instruction, motivation and reward systems, individualized instruction, IEP’s, requirements for licensure in Massachusetts, and discipline specific curriculum development using the curriculum frameworks developed by the
Massachusetts Department of Education. Field observations and experiences are grounded in theoretical discussion as students begin to develop their personal philosophies of education. Field observations (40 hours) required. Required prior to student teaching. Normally offered yearly.

**Course Number**

EHS–812

**Course Name**

Curriculum and Pedagogy: Secondary School

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Introduces students to the basic competencies of Secondary School teaching. Topics include: behavioral problems, classroom management, grouping for instruction, motivation and reward systems, individualized instruction, IEP’s, requirements for licensure in Massachusetts, and discipline specific curriculum development using the curriculum frameworks developed by the Massachusetts Department of Education. Field observations and experiences are grounded in theoretical discussion as students begin to develop their personal philosophies of education. Field observations (40 hours) required. Required prior to student teaching. Normally offered yearly.

**Course Number**

EHS–813

**Course Name**

Classroom Communication

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Examines communication between and among teachers and students in the classroom setting.
Topics include: communication apprehension, building oral fluency, use of media technology to enhance student learning, cooperative learning, and related professional and legal responsibilities of teachers Normally offered yearly.

**Course Number**

EHS–814

**Course Name**

Urban Schooling

**Pre-requisites**

**Course Credits**

3.00–

**Description**

This course is an in-depth investigation of policies effecting urban schools. Topics include: demographic influence on education, influences of national and state regulations on urban schools, sociological factors unique to urban schools, and in-depth analysis of equity and achievement. Normally offered alternate years.

**Course Number**

EHS–815

**Course Name**

Practicum: Middle School Teaching

**Pre-requisites**

**Course Credits**

3.00– 6.00

**Description**

A 12–week practicum experience as a student teacher in a middle school. See regulations regarding student teaching. Normally offered each semester.
Course Number
EHS-816

Course Name
Practicum: Secondary School Teaching

Pre-requisites

Course Credits
3.00– 6.00

Description
A 12-week practicum experience as a student teacher in a secondary school. See regulations regarding student teaching. Normally offered each semester.

Course Number
EHS-817

Course Name
Assessment Theory and Practice

Pre-requisites

Course Credits
3.00–

Description
This course examines the development of formative, summative, authentic, and alternative assessment in education. Seminal works by Archbald, Baron, Bloom, Kleinsasser, Schwab, and others comprise the theoretical component. The second half of the course is dedicated to the selection, application, and integration of formal and informal assessment strategies and tools. A final project requires students to design an assessment tool appropriate for their academic area and age level. Instructional strategies include case studies, class discussions, student presentations, and research reviews. Normally offered yearly.
EHS–818

Course Name
Educational Research

Pre–requisites

Course Credits
3.00–

Description
An introduction to research methods used to assess learning environments, curriculum design, instructional delivery, and policy implications. Students will examine principles of research design, ethics and informed consent, basic quantitative and qualitative statistics, and literature reviews prior to the development and execution of an original research project. Normally offered alternate years.

EHS–819

Course Name
Advanced Research

Pre–requisites

Course Credits
3.00–

Description
Students will conduct research appropriate for publication; designed for students who intend to pursue doctoral work. Normally offered alternate years.

EHS–820

Course Name
Legal Aspects of Compulsory Education

Pre-requisites

Course Credits
3.00–

Description
This course explores the legalities associated with public education. National, State, and Local policies and legislation will be examined. Topics include: mainstreaming, NCLB, high stakes and standardized testing, graduation requirements, funding, school choice, vouchers, alternative education. Particular emphasis placed on legal issues relating to school adjustment counselors and teachers, such as court involvement. Normally offered alternate years.

Course Number
EHS–821

Course Name
Curriculum Theory

Pre-requisites

Course Credits
3.00–

Description
Examines major realism, idealism, pragmatism, existentialism, and other ideas as they relate to public and private K–16 education systems. Normally offered yearly.

Course Number
EHS–822

Course Name
Curriculum Development

Pre-requisites
Course Credits

3.00–6.00

Description

Students will explore methods and techniques of needs assessment, disciplinary literature reviews, and prepare objectives, linked units, and curriculum guides on a focused topic. Normally offered yearly.

Course Number

EHS–823

Course Name

College Teaching

Pre-requisites

Course Credits

3.00–

Description

Introduction to basic competencies of college teaching, including field observations and experience in guiding student learning activities, location, and development of appropriate materials. Normally offered alternate years.

Course Number

EHS–824

Course Name

Issues and Trends in American Education

Pre-requisites

Course Credits

3.00–
Description

Examines current major issues of educational policy against the background of demographic trends, technological innovations, standardized testing, and curricular shifts. Normally offered yearly.

Course Number
EHS-831

Course Name
Action Research

Pre-requisites

Course 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 projects. Normally offered alternate years.

Course Number
EHS-900

Course Name
Directed Study

Pre-requisites

Course 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.

**Master of Science in Ethics and Public Policy**

**MASTER OF SCIENCE IN ETHICS AND PUBLIC POLICY**

Are whistle blowers heroes? Should terminal patients in grave pain have the right to die, and should medical practitioners have the right or duty to assist them in doing so? Do we betray our citizens when we outsource jobs? Is torture ever justified? When should the government be allowed to monitor our email exchanges? More generally, what place is there for morality in a profit-driven environment? How do we strike a balance between keeping ourselves safe and preserving basic democratic principles? The corporate world, rapidly developing technology, globalization, and the changing nature of warfare, to name but a few developments, raise new and complicated moral concerns.

The graduate program in Ethics and Public Policy (EPP) will train civil servants, policymakers, politicians, executives, professionals, scholars, and concerned citizens to identify and think through these questions and their implications. It will also encourage students to step back from specific policy questions to look at the bigger picture by taking seriously the rich history of ethics and political philosophy, and then to return to their specific areas of interest with a greater depth of understanding for the questions involved.

For more information, please contact Professor Nir Eisikovits, program director, neisikov@suffolk.edu.

**Degree Requirements**

**Program Structure and Requirements**

The program is designed to accommodate both full-time and part-time students. Full-time students may complete the program in one calendar year (three semesters, including a summer semester), while part-time students will take longer (usually two years). To successfully complete the program students must take four core courses, five electives, and successfully complete a faculty supervised internship.

**Faculty Supervised Internship**

After completion of the required courses, EPP students would undertake a semester-long internship course to work with a governmental or non-governmental organization with which the EPP program has established a placement protocol. (We already have connections with several such organizations.) Interns would develop a reading list with a faculty mentor in order to relate practical experience with theoretical reflection. Mid-career professionals in the program would have the option of using an existing professional or career position as the basis for the internship.

**Thesis Option**

Under some circumstances (usually for a student intending to apply to Ph.D. programs), the internship may be replaced by a master’s thesis, provided that a proposal submitted by the student and a faculty advisor is passed by an ad hoc faculty committee chaired by the director of the program. 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.

**Academic Standing**

To receive the degree, candidates must have a cumulative grade point average of “B” (3.0). Upon
completion of a semester, should a student’s cumulative grade point average fall below 3.0, the student is subject to an academic warning. If a student’s cumulative grade point average falls under 3.0 for two consecutive semesters and/or if a student receives two “C” grades, the student may be subject to dismissal from the program. No student may carry more than two grades of incomplete at any one time unless the student has approval from the program director.

Transfer Credits
In some cases, transfer credits from other graduate degree programs in related fields may be accepted. Students interested in transferring graduate credits should speak with the director of the program and graduate admissions.

Requests for acceptance of graduate transfer credits must be made at the time of matriculation into the program. Only courses in which students have received a grade of “B” or better will be considered for acceptance.

Financial Aid
Graduate fellowships and assistantships may be available for full-time and part-time students who meet the criteria set by the program. To be considered for these and other forms of financial aid, students must submit their application for Fall Semester admission to the Office of Graduate Admissions by March 15 and their financial aid application to the Financial Aid Office by April 1.

Required (Core) Courses (15 Semester Hours)

Core Courses (Department, Credits)

History of Ethics and Political Philosophy I (Philosophy, 3)

History of Ethics and Political Philosophy II (Philosophy, 3)

Policy Analysis and Evaluation (Public Management, 3)

The Politics of Public Policy (Government, 3)

Internship (jointly administered by Government and Philosophy, 3)

Electives (15 Semester Hours)

Students must take five electives (from a list of approved courses), at least one of which must be in each of Philosophy and Government, with additional electives available in the Public Management Department. Note: Not all courses will be available every semester.

Philosophy Courses:

PHIL 661 Eco-Feminism
PHIL 662 Environmental Ethics
PHIL 663 Medical Ethics
PHIL 664 Business Ethics
PHIL 608 Comparative Religion and Philosophy
PHIL 609 Philosophy of Freedom
PHIL 611 Philosophy of Nature
PHIL 616 Existentialism
PHIL 618 Philosophy of Law
PHIL 619 Topics in Applied Ethics
PHIL 614 Topics in Philosophy
PHIL 615 Aristotle: Profiles in Philosophy
PHIL 616 Plato: Profiles in Philosophy
PHIL 618 Kant: Profiles in Philosophy
PHIL 621 Nietzsche: Profiles in Philosophy
PHIL 514 Advanced Topics in Philosophy
PHIL 713 Graduate Internship in Applied Ethics

Government Courses:
(Full course descriptions available under Political Science electives.)

GVT 600 Legislature and Legislators
GVT 606 Women and Public Policy
GVT 610 All Politics is Local
GVT 614 Politics of the 1960s
GVT 620 German Greens and Environmentalism
GVT 621 Indigenous and Traditional Economic Systems and Rights
GVT 630 Comparative Democratization
GVT 634 Social Welfare Policy
GVT 635 Healthcare Policy
GVT 636 Race and Public Policy
GVT 637 Public Policy and Business
GVT 638 Environmental Policy and Politics
GVT 640 Law Public Policy and Psychology
GVT 643 State Court Processes and Policy
GVT 644 Civil Liberties
GVT 646 Legislating Gay Rights
GVT 647 Legislative Process
GVT 656 Urban Economic Development and Planning
GVT 657 Urban Politics and Government
GVT 659 Race and Gender in U.S. Electoral Politics
GVT 660 United Nations Seminar
GVT 663 International Law and Organization
GVT 664 The Internet and Politics
GVT 665 Non-Governmental Organizations in World Politics
GVT 669 Human Rights
GVT 671 Topics in Democracy
GVT 673 American Political Thought
GVT 674 Utopia and Dystopia
GVT 675 Radical and Revolutionary Political Thought
GVT 692 Women and Politics in Islam
GVT 698 Islam and Politics
GVT 763 International Politics Economy
GVT 724 Politics of Public Policy

Public Management Courses:
(Full course descriptions available under Sawyer Business School graduate course descriptions.)

PAD 711 Foundations of Public Organizational Administration
PAD 714 Public Service Law
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management  
PAD 717 Organizational Effectiveness in Government  
PAD 718 Leadership Strategies for an Interconnected World  
PAD 809 Economic, Financial and Administrative Strategies of Public Service  
PAD 811 Politics of the Federal Bureaucracy  
PAD 812 Managing State Government  
PAD 813 Administrative Strategies of Local Government  
PAD 816 Analysis of Public Policy  
PAD 820 Governmental Decision Making  
PAD 823 The U.S. Health System  
PAD 827 Financing State and Local Government  
PAD 829 Environmental Policy and Administration  
PAD 835 Nonprofit Marketing  
PAD 836 Health Economics  
PAD 838 Ethics in Management  
PAD 839 Leadership and Decision Making  
PAD 840 Comparative Public Policy  
PAD 846 Community and Citizen Empowerment  
PAD 848 Nonprofit Law and Ethics

Application Requirements

Transfer Credits
In some cases, transfer credits from other graduate degree programs in related fields may be accepted. Students interested in transferring graduate credits should speak with the director of the program and graduate admissions.

Requests for acceptance of graduate transfer credits must be made at the time of matriculation into the program. Only courses in which students have received a grade of “B” or better will be considered for acceptance.

Financial Aid
Graduate fellowships and assistantships may be available for full-time and part-time students who meet the criteria set by the program. To be considered for these and other forms of financial aid, students must submit their application for Fall Semester admission to the Office of Graduate Admissions by March 15 and their financial aid application to the Financial Aid Office by April 1.

Faculty

Philosophy Department: Cherkasova, Eisikovits (Program Director), Fried, Giancola, Link, Outwater

Government Department: Bain, Berg, Cosgrove, Cobb, Domínguez, Dushku, Fair, Laffey, O'Callaghan

Public Management Department: Matara

Master of Science in Political Science

MASTER OF SCIENCE IN POLITICAL SCIENCE DEGREE
Suffolk University offers a distinctive graduate program – the Master of Science in Political Science
- to prepare students for political careers. Three tracks are available: (1) Professional Politics, (2) International Relations, and (3) International Relations/Caribbean Politics.

There is also a Master of Public Administration/Master of Science in Political Science option. Please see the joint degree section of the catalog for more information.

Degree Requirements

A) Track Requirements

Professional Politics Track (Credits)
GVT 723 Graduate Internship (3)
GVT 747 Seminar in Legislation and Lobbying* (3)
GVT 755 Seminar in Campaigns and Elections (3)
GVT 772 Ethical Issues in Professional Politics (3)
GVT 776 Advanced Research Methods in Professional Politics (3)

Total track requirements (15 Credits)

*Prerequisite: Course in American Politics at the undergraduate level.

International Relations Track (Credits)
GVT 723 Graduate Internship (3)
GVT 761 Seminar in International Relations Theory (3)
GVT 763 International Political Economy* (3)
GVT 765 Seminar in Contemporary International Relations (3)
GVT 778 Advanced Research Methods in International Relations (3)

Total track requirements (15 Credits)

* Prerequisite: Macroeconomics course at the undergraduate level.

B) Electives

In addition to the Core, Concentration and Internship/Thesis requirements, students must take additional elective courses to bring their total credits earned to 30 (Professional Politics or International Relations) or 44 (International Relations/Caribbean Politics). Electives can include any graduate course offered by the Government Department, or:

CJN 740 Political Communication (3)
EC 710 Macroeconomics (3)
EC 730 International Trade and Theory (3)
EC 733 Public Choice (3)
EC 740 International Monetary Economics (3)
PAD 815 Nonprofit Organizations in the Community (3)
PAD 830 Public Liaison Strategies (3)
PAD 832 Disability Issues (3)

Other Suffolk University graduate courses may be taken as options with the approval of the Director of Graduate Studies.

Professional Politics Electives

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

Total electives (15 Credits)

International Relations Electives

15 credits, of which 6 must be chosen from one of the following focus areas:

InterAmerican Politics Focus
GVT 686 Political Economy of Latin America (3)
GVT 687 Caribbean and Central American Politics (3)
GVT 691 Canadian Politics (3)
GVT 693 Politics of Mexico (3)
GVT 697 South America: Political Institutions and Political Change (3)
GVT 795 Seminar in North American Politics (3)
PAD 840 Comparative Public Policy (when offered in Puerto Rico or Canada) (3)

European Politics Focus
GVT 682 Politics of European Integration (3)
GVT 683 Politics of Europe (3)
GVT 695 Politics of East European Transition (3)
PAD 840 Comparative Public Policy (when offered in Dublin or Prague) (3)

International Political Economy Focus
GVT 686 Political Economy of Latin America (3)
EC 730 International Trade Theory and Policy (3)
EC 733 Public Choice (3)
EC 770 Economic Integration (3)
BLIB 830 Managing in the International Legal Environment (3)
FNEC 810 The Manager in the Global Economy – Trade Issues and Policy (3)
MGIB 810 International Business (3)

International Organizations Focus
GVT 663 International Law and Organization (3)
GVT 665 Non-Governmental Organizations in World Politics (3)
GVT 669 Human Rights (3)
CJN 750 Organizational Communication and Development (3)
PAD 844 Management of Nonprofits (3)
Total electives (15)

East Asian Focus
GVT 610 Politics of Korea
GVT 617 Korean Summer Institute: East Asian Governance
GVT 618 Korean Summer Institute: East Asian Peace Culture
GVT 689 Politics of China
GVT 680 Politics of Japan
GVT 808 Political Economy of East Asia

Middle East Focus
GVT 685 Politics of the Middle East (3)
GVT 690 International Relations of the Middle East (3)
GVT 692 Women and Politics in Islam (3)
GVT 694 The U.S. and the Middle East (3)
GVT 698 Islam and Politics (3)
Total electives (15)
Individually Designed Focus

Students, with approval of their advisor and the director of graduate studies, may design their own focus area from graduate courses offered at Suffolk University.

C) Thesis Option

Master’s students should normally choose the internship option. Students wishing to write a thesis instead must submit a proposal for approval by a faculty committee. Such applications will be considered only from students who have completed 14 credits, including two of their core courses, with a cumulative GPA of at least 3.5. For students in the International Relations track, the topic of the thesis must be related to the student’s focus area.

The research, writing, and defense of a Master's thesis will normally require an additional year of study. Students approved for the thesis must enroll in GVT 907, followed by GVT 957. Completed theses must be defended before a committee of the faculty.

GVT 907 Graduate Directed Study in Political Science (6)
GVT 957 Thesis Research and Writing (6)
Total requirements (39 Credits)

D) Internship Option

The internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, or in legislative relations, an international organization, or issue advocacy for a government agency, interest group, or non–governmental organization. Internships are available in Massachusetts, or in other countries, with suitable offices in New York or Washington. Internship placement must be approved by the student’s advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

GVT 723 Graduate Internship (3)
Total requirements (30 Credits)

E) Language Requirement

In addition to their coursework, all students concentrating in International Relations or International Relations and Caribbean Politics must demonstrate written and oral proficiency in a language other than English. Proficiency will be evaluated by an examination administered by the Department of Humanities and Modern Languages. 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.

Concentrations

Additional Concentration Requirements for International Relations and Caribbean Politics

In addition to the Core Requirements, International Relations Concentration Requirements and
Thesis/Internship Option, candidates for the MSPS with a concentration in International Relations and Caribbean Politics must complete the following six courses at the University of the West Indies (UWI) – St. Augustine in Trinidad. The courses at UWI are offered only during the summer.

Literature and Society in the Caribbean (3)
Sociology of the Caribbean (3)
The Government and Politics of the Caribbean (3)
Caribbean Economy (3)
International Relations of the Caribbean (3)
Business and Society in the Caribbean (3)

Total additional concentration requirements (18 credits)

In this program, you will spend the fall and spring semesters at Suffolk, pursuing all core and track requirements for the MSPS in International Relations, earning 28 credits, with the exception of the thesis/internship option. You will then spend the summer at the UWI St. Augustine, in Trinidad, where you will take the six required courses (18 credits) for UWI’s post-graduate Diploma in Caribbean Studies. You will then write a research paper fulfilling both Suffolk’s requirements for the thesis, and UWI’s requirement for a final research paper. Normally, the thesis must be submitted by December of the year in which you attended UWI. The thesis must be approved by both institutions, including the usual oral examination at Suffolk. Students in this track who wish to write a thesis need not take GVT 907 but must have their thesis proposal approved by a faculty committee. Successful candidates then receive both the MSPS with a concentration in International Relations and Caribbean Politics (Suffolk) and the Diploma in Caribbean Studies (UWI). You may also choose to complete an internship in Caribbean Politics, in accordance with the usual procedures for the MSPS internship option, but will still be required to submit the required final research paper to UWI.

The University of the West Indies
The University college, established in 1948 at Mona, Jamaica, was the first campus of the University of the West Indies. Subsequently campuses were established at St. Augustine, Trinidad (1960) and Cave Hill, Barbados (1962). Today, the University of the West Indies is comprised of its three main campuses, the Center of Hotel and Tourism Management in the Bahamas, the Institute of Business at St. Augustine and at Mona, and 11 non-campus centers situated in other Caribbean countries.

Fall Semester (Suffolk University)

GVT 761 Seminar in International Relations Theory (3)
GVT 778 Advanced Research Methods in International Relations (3)
Elective Courses (6)

Total (12 credits)

Spring Semester (Suffolk University)
GVT 763 International Political Economy (3)
GVT 774 Ethical Issues in International Relations (3)
Elective Courses (6)
Total (12)

**Summer Term (UWI)**

Literature and Society in the Caribbean (3)
Sociology of the Caribbean (3)
The Government and Politics of the Caribbean (3)
Caribbean Economy (3)
International Relations of the Caribbean (3)
Business and Society in the Caribbean (3)
Total (18 credits)

**Fall Term (UWI or Suffolk)**

Completion of thesis GVT 957 or internship GVT 723
Total (3–6 credits)

*Note: Each UWI course meets for four hours per week from May through August. Students are required to take and pass examinations in each of the six subjects at the end of the term.*

**Costs/Tuition**

Students will pay their part–time or full–time tuition costs (depending on how you are enrolled) for the MSPS for the fall and spring semesters at Suffolk; UWI’s tuition for the summer; and Suffolk’s tuition for the thesis course the following fall. These fees do not include books or accommodations. Housing is available through UWI (dormitory and townhouse rooms with shared kitchens and either private or shared bath and toilet facilities), off–campus housing is available. Students will be responsible for their own transportation to and from Trinidad.

**Joint Degrees**

**Master of Public Administration/ Master of Science in Political Science (MPA/MS)**

The Public Management Department in conjunction with the Government Department in the College of Arts and Sciences offers a joint degree program in public administration and political science.

The MPA/MS degree program consists of 18 courses. Students complete 10 courses from public administration and 8 courses from government. Some political science electives can be public administration electives. Upon completion of degree requirements, students receive an MPA degree and an MS in Political Science.
Certificate of Advanced Graduate Study in Professional Politics

Certificate of Advanced Graduate Study in Professional Politics (CAGS)  
(18 credits)

The CAGS program is appropriate for you if you already have a post-graduate degree, and either wish to prepare yourself for a career in professional politics, or want to supplement your current career with specialized knowledge of professional politics. The CAGS in Professional Politics is ideal for lawyers, accountants, public relations professionals, and others who wish to improve their skills in politics, government relations, and issues management. The CAGS in Professional Politics is open for full-time or part-time study. All core courses are offered on weekday evenings.

Certificate Requirements (12 Credits)

GVT 755 Graduate Seminar in Campaigns and Elections (3)
GVT 776 Advanced Research Methods in Political Science (3)
GVT 747 Seminar in Legislation and Lobbying (3)
GVT 772 Ethical Issues in Professional Politics (3)

Suggested Electives (6 Credits)
Choose two from the following:
GVT 606 Women and Public Policy
GVT 623 Political Survey Research
GVT 635 Healthcare Policy
GVT 636 Race and Public Policy
GVT 637 Public Policy and Business
GVT 638 Environmental Policy and Politics
GVT 639 Community Advocacy
GVT 645 New Directions in Advocacy and Lobbying
GVT 653 Voting Behavior in the United States
GVT 654 New Directions in Electoral Politics
GVT 655 American Parties and Politics
GVT 658 Politics and the Media
GVT 659 Race and Gender in U.S. Electoral Politics
GVT 691 Canadian Politics
GVT 693 Politics of Mexico
GVT 785 Fundamentals of Political Fundraising
CJN 740 Political Communication
PAD 815 Nonprofit Organizations in the Community
PAD 830 Public Liaison Strategies
PAD 832 Disability Issues

Application Requirements
To be reviewed for admission into the Master of Science in Political Science Program, you must hold a bachelor’s degree from an accredited college or university, take either the Graduate Record Examination (GRE) or Miller Analogies Test (MAT) and complete the application process. If you are an international student, you must also take the TOEFL and provide a statement of financial resources. Applicants who have graduated from an accredited college or university with a cumulative grade point average of 3.4 or above, or from Suffolk University with a cumulative grade point average of 3.0 or above are not required to take the GRE or MAT.

Faculty

Professors: Berg, Bain, Royo
Associate Professors: Dushku, O'Callaghan,
Assistant Professors: Chun, Cobb, Conley, Domínguez, Fair, Cosgrove (Director of Graduate Studies)
Visiting Assistant Professor: Laffey


Director, Suffolk University Political Research Center: Paleologos

Courses

Course Number

GVT–600

Course Name
The Legislature & Legislators

Pre–requisites

Course Credits
3.00-

**Description**

A brief history of the development of the legislative process; various forms thereof, and rationale therefore; the purpose, problems, opportunities, and limitations of legislations; influence of the past in shaping the process in our federal and state legislatures; pressures and influences affecting legislation; case histories of specific legislation in Massachusetts illustrative of the preceding material.

**Course Number**

GVT-602

**Course Name**

Public Relations and Lobbying

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Methods and practices of interest groups trying to influence legislative and administrative decision making; methods and practices of public agencies trying to influence governmental policies; the military industrial complex and other cases on federal and state levels.

**Course Number**

GVT-603

**Course Name**

Introduction to E-Governance

**Pre-requisites**

**Course Credits**

3.00-
Description

E-governance may be understood as the performance via the electronic medium to better facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing administrative activities. (UNESCO) This course will examine how the ICTs (Information and Communication Technologies) such as the internet have brought forth new concepts of governance, participation and citizenships. We will examine examples of how governments (around the globe) have used ICTs to better reach out of its constituents and deliver services. This course will review the technologies, the concepts and the possibilities of e-governance leads to better government.

Course Number

GVT–606

Course Name

Women and Public Policy

Pre-requisites

Course Credits

3.00–

Description

This course examines women’s issues and roles in the public policy process. Topics will include policies that affect women, such as child care, sex discrimination, sexual harassment, women’s health care and reproductive issues. Emphasis will also be placed on women’s roles in the policy process, as citizens, voters and public officials.

Course Number

GVT–607

Course Name

Gender and Globalization

Pre-requisites

Course 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.

Course Number

GVT–608

Course Name

International Security

Pre–requisites

Course 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.

Course Number

GVT–609

Course Name

Critical Perspectives on the Civil Rights Movement

Pre–requisites
Interview with instructor required

Course Credits
3.00–

Description
This course is designed to provide an intensive examination of the Civil Rights Movement in the United States. We will focus on the historical experiences of African Americans from 1930 through 1970. In particular, the course will look at the role and influence of civil rights organizations, the activities and leadership of individuals, and landmark state and federal court cases. This course will also take a close look at contemporary perspectives on the Civil Rights Movement: Is the movement still alive, or have we transitioned to a new phase in the quest for equality and inclusion? It is a fundamental premise of this course that an understanding of race and minority politics is necessary to comprehensively understand American political development and many important issues in contemporary American politics. *There will be a study trip to Atlanta, GA 150 March 7 –10, 2007.* ECR

Course Number
GVT–610

Course Name
Politics Korea

Pre-requisites

Course 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

Course Number
GVT–611

Course Name
Politics of the Arab–Israeli Conflict
Pre-requisites

Course 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.

Course Number

GVT–612

Course Name

Government and Politics of Puerto Rico

Pre-requisites

Course Credits

3.00–

Description

Study of the system of government, history, and political parties of Puerto Rico; Commonwealth status in US and international law; the role of Puerto Ricans in mainland US politics.

Course Number

GVT–613

Course Name

Third Summer School on European Integration: European Union, United States and Latin America
**Pre-requisites**

**Course Credits**

3.00-

**Description**

This course examines the main political, economic and social trends in the European Union, Latin America and the United States as well as the multiples interactions among them since the end of the Cold War. The readings are structured in two main sections. After briefly reviewing the historical development of these three partners on both sides of the Atlantic in the past five decades, the first section identifies the key processes that are defining the main characteristics of Europe (deepening vs. widening), United States (isolationism vs. internationalism) and Latin America (democracy vs. social equality). The second part of the course explains the tendencies and contradictions in the construction of the external relations of the European Union towards the United States and Latin America, from the cooperation and competition in development of a safe and free Europe in the 1990s to the acrimonious debate about the 2003 Iraq invasion and the prospects of the 2006 EU–Latin America Vienna Summit, among other important events.

**Course Number**

GVT–615

**Course Name**

Labor in American Politics

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Survey of the history and politics of the labor movement in the United States, with attention to federal and state regulation of labor, the role of organized labor in politics, and the reaction of the labor movement to globalization of the economy. Normally offered alternate years.

**Course Number**

GVT–616

**Course Name**
Community Based Organizations and Sustainable Development

Pre-requisites

Course Credits
3.00–

Description
Seminar on how to strengthen Community-Based Organizations (CBOs) to participate in and benefit from economic and social development in a globalized economy. Key economic sectors or industries through which local communities could potentially leverage economic growth through business associations and other CBOs will be examined: education (e.g., parent–teacher associations), agribusiness (e.g., farmer associations), tourism (local private tourism associations, private non-profit Chambers of Commerce), mining, energy and infrastructure (e.g., water user associations, local electrical workers associations, local associations of traditional authorities), banking/finance (e.g., microfinance) will be covered. Current topics pertaining to NGO management will also be examined, such as how to analyze CBO capacity and performance, legal and institutional issues such as barriers to CBO registration and operation, CBO finance, security, terrorism and the role of global partnerships in screening CBOs, access to international financial institutions, and the role of international NGOs.

Course Number
GVT–617

Course Name
Korean Summer Institute: East Asian Governance.

Pre-requisites
Taught at Cheju National University, Korea

Course Credits
3.00–

Description
Team-taught course will provide a balanced understanding of the influences and roles of Asian people in molding or making Asian governance in East Asian countries such as South and North Korea, Japan, Mainland China and Taiwan. This lecture series introduces students to different viable perspectives of Asian governance in order to suggest overviews and competing interpretations on Asian Governance as it undergoes big transformations. Taught at Cheju
Course Number
GVT–618

Course Name
Korean Summer Institute: East Asian Peace

Pre-requisites
Taught at Cheju National University, Korea

Course Credits
3.00–

Description
These collaborative lectures will introduce some aspects and contents of the Asian peace culture to students. Asian professors trace or find potential, possible, and prospective Asian peace culture attributes from perspectives of sociologists, political scientists, anthropologists, geologists, and others. Some lectures will give an opportunity to think about the strengths and weaknesses of Asian peace culture from comparative insights. Taught at Cheju National University, Korea, as part of joint summer institute.

Course Number
GVT–620

Course Name
German Greens and Environmentalism

Pre-requisites

Course Credits
3.00–

Description
The rise of the Green Party, from its grass-roots beginnings to participation in the federal government. Background on the development of green consciousness in Germany and Europe
since the early 20th century. Present governmental policies and programs (e.g., alternative energy sources, organic farming, recycling, dismantling of nuclear power).

Course Number
GVT-623

Course Name
Political Survey Research

Pre-requisites

Course 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.

Course Number
GVT-628

Course Name
American Law, Government and Policy

Pre-requisites

Course Credits
3.00-

Description

This course provides an overview of the legal system in the United States of America, in connection with the role of the Federal and State government and their policy. This course is designed for undergraduate and graduate students. During the semester, we will explore a variety
of issues involving the legal system of the United States and how it effects local and federal government.

**Course Number**

GVT-629

**Course Name**

Coastal Zone Management

**Pre-requisites**

Instructor’s consent is required. This course is available through the Marine Studies Consortium, and will be taught on the campus of one of the Consortium’s member institutions.

**Course Credits**

3.00-

**Description**

This course presents a survey of the coastal environment, its physical characteristics, natural systems, economic uses, and development pressures. Lectures examine strategies formulated in the US for land and water resource management in the coastal zone. The roles of federal, state, and local government, environmental groups, are resource users are also explored. Finally, by comparing coastal zone management problems in the US to those elsewhere in the world, students gain a global perspective. Prerequisites: Instructor’s consent is required. This course is available through the Marine Studies Consortium, and will be taught on the campus of one of the Consortium’s member institutions.

**Course Number**

GVT-633

**Course Name**

Politics in Film

**Pre-requisites**

**Course Credits**

3.00–
Description

A country’s popular culture offers significant and accurate insights into the political values, attitudes, and beliefs of its own people at a given time. One form of popular culture, films, can be a powerful disseminator of political messages. This course will examine a number of different eras and political themes as they have been reflected through films in the U.S.

Course Number

GVT–635

Course Name

Health Care Policy

Pre-requisites

Course Credits

3.00–

Description

Policies of present United States health care system critically analyzed and compared with other national systems. Current reform proposals receive special attention.

Course Number

GVT–636

Course Name

Race & Public Policy

Pre-requisites

Course Credits

3.00–

Description

Public policy’s impact on Blacks, Chicanos, Native Americans, Puerto Ricans, and other minority groups; how public policy has contributed to racial oppression; policies for attaining racial
equality; political strategies of minority groups.

Course Number
GVT-637

Course Name
Public Policy & Business

Pre-requisites

Course Credits
3.00-

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

Course Number
GVT-638

Course Name
Environmental Policy & Politics

Pre-requisites

Course Credits
3.00-

Description
From Rio to the Boston Harbor Project, this course examines the polices and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.
Course Number
GVT–639

Course Name
Community Advocacy

Pre-requisites

Course Credits
3.00–

Description
This course represents a unique opportunity for students to develop a general understanding of the relationship between politics and the community; a systematic and holistic way of viewing and analyzing the impact of community-based, community-wide organizations and efforts.

Course Number
GVT–640

Course Name
Law, Public Policy, and Psychology

Pre-requisites

Course Credits
3.00–

Description
The law affects and is affected by public policy. Beyond this, the law affects, and is affected by, many other disciplines. Understanding the evolving relationship among public policy, law and psychology in the U.S. is integral to both disciplines. This course explores contemporary forensic psychology’s role in the legal system – e.g., jury selection; expert witnesses; biases; crime control vs. due process, etc. through readings, class discussion, occasional audio-visual material and guest speakers if and when appropriate and available.
GVT–641

Course Name
Massachusetts Legislative Process

Pre-requisites

Course Credits
3.00–

Description
This course examines fundamental framework, legislative oversight of the Executive Branch and basic functions of the Massachusetts Legislative. Special emphasis will be placed on gaining a practical understanding of the Massachusetts legislative process. Students are encouraged to explore the methods by which major legislative measures are undertaken, various roles of legislative leaders, committee hearings and the procedures that are used under the Massachusetts General Laws.

Course Number
GVT–642

Course Name
American Constitutional Law

Pre-requisites

Course Credits
3.00–

Description
The growth of constitutional law and the role of the Supreme Court is examined by analysis of court decisions dealing with Judicial Review, Federalism, Presidential and Congressional powers.

Course Number
GVT–643
Course Name
State Court Process & Policy

Pre-requisites

Course Credits
3.00-

Description
Contemporary state court processes, progress and problems including trial and appellate court practice, procedure and participants; plea bargaining, alternative dispute resolution; policy making.

Course Number
GVT-644

Course Name
Civil Liberties

Pre-requisites

Course Credits
3.00-

Description
Analysis of Supreme Court decisions in regard to political and civil rights including freedom of speech, press, assembly and religion, obscenity, race and sex discrimination, and criminal procedure.

Course Number
GVT-645

Course Name
New Directions in Advocacy and Lobbying
Pre-requisites

Course Credits
3.00–

Description
In this course we will examine the latest developments in interest group politics, including trends in grassroots organization, mobilization, and lobbying: fundraising; advocacy by nonprofit organizations; the growth of issues management; changing regulations; ethical considerations; and the evolving relationships between advocacy and electoral organizations. We will make extensive use of amateur and professional advocates and lobbyists as guest speakers. Students will be expected to write a research paper on some aspect of the current politics of advocacy and lobbying.

Course Number
GVT–647

Course Name
Legislative Process

Pre-requisites

Course Credits
3.00–

Description
The structure and functioning of legislatures. Particular emphasis on the U.S. Congress, how it works and how it compares to other legislatures. The role of legislatures in a democracy.

Course Number
GVT–648

Course Name
The American Presidency

Pre-requisites
Course Credits

3.00-

Description

Perspectives on the role and problems of the presidency in American political life; the nature and difficulties of the presidential influence and effectiveness, presidential authority within our system of government, and the impact of presidential character.

Course Number

GVT–649

Course Name

The Crisis Presidency

Pre-requisites

Course Credits

3.00-

Description

This course will examine the American Presidency during the crisis periods. We will explore both presedential success stories and failures. An in-depth examination of three separate administrations (Lincoln’s, FDR’s, and LBJ’s) will provide the foundation for this political/historical investigation. The lessons we learn will help us to better understand contemporary crises and their impact on the development of the presidency as an institution. Cross listed with GVT 449.

Course Number

GVT–650

Course Name

Environmental Issues in Media, Public Opinion, and Politics

Pre-requisites
Description

As a result of new environmental and energy concerns championed by the media, politicians and the public (i.e., climate change, renewable power, concern over some plastics and toxics in everyday consumer products) government regulators in the US and around the world are being forced to rethink their priorities and react to these outside influences rather than rely on the process they have used for decades. But as we shift to notions such as the precautionary principle and embrace renewable power as a solution to climate change, is this reactionary approach relying too much on what the media and others say and too little on the facts? Are government agencies equipped to analyze these issues and disagree with rising public opinion? Is this a good way to develop public policy? Through discussion and analysis, we will critically examine all sides of these and other current issues and get behind the headlines using real world examples to try to separate fact from hype. We'll also probe the roles that politicians, lobbyists, and the media have in framing the debate. Taught by a registered lobbyist with over 20 years experience in the environmental and energy areas.

Course Number

gvt-651

Course Name

Politics of State and Local Government Finances

Pre-requisites

Course Credits

3.00-

Description

This course explores the issues and politics of financial policy-making at the state and local levels. The course will focus on how state and local governments make decisions to finance public services in a period of limited resources, an economy increasingly driven by new technologies, the changing role and influence of political stakeholders on the process and the implementation of policy, and, taxpayer concerns about the affordability and quality of public services. The course will analyze public finance challenges and issues state and local governments currently face.
Constitutional Reform

Pre-requisites

Course Credits
3.00-

Description
A critical analysis of whether our constitutional system is adequate to effectively resolve the new and complex problems of governance in this century. The strengths and weaknesses of governmental structure created by the U.S. Constitution will be examined. Past and current amendment proposals will receive special attention.

Course Number
GVT-655

Course Name
American Parties & Politics

Pre-requisites

Course Credits
3.00-

Description
Historical overview of party development in the U.S. and of ideological and political trends as reflected in voting behavior. Recent developments in party structure, electoral strategies and political style. The party crisis vs. the art of political campaigning.

Course Number
GVT-656

Course Name
Urban Development & Planning

Pre-requisites
Course Credits

3.00-

Description

This course is designed to provide a solid foundation in the creative use of modern economic development programs in urban areas. Contemporary strategies in business development initiatives, urban incentive aid programs, strategic planning, economic target areas, local property tax stabilization plans, economic development loan funds and job training programs will be explored. The innovative use of these municipal programs to spur private investment, expand the commercial and industrial business base and create permanent jobs will be the main focus of the course.

Course Number

GVT–657

Course Name

Urban Politics

Pre-requisites

Course 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.

Course Number

GVT–658

Course Name

Politics and the Media

Pre-requisites
Course Credits
3.00-

Description
This course will explore the influence of media on contemporary political issues and public opinion; and the use of media in political campaigns, advertising, etc. Topics may include the impact of talk radio, the issue of media bias, the role of television, the Hollywood connection.

Course Number
GVT-662

Course Name
Approaches Foreign Policy & Diplomacy

Pre-requisites

Course Credits
3.00-

Description
The objective of this course is to analyze the mechanisms and processes of diplomacy. It provides a sense of the evolution of statecraft, and it seeks to assess the utility of different approaches to the development and implementation of foreign policy and to examine the successes and failures of these approaches in different circumstances.

Course Number
GVT-663

Course Name
International Law & Organization

Pre-requisites

Course Credits
3.00-
Description

Examination of the development, principles and role of international law in the last two centuries; a study of the Charter, activities and politics of the United Nations Organization and its specialized agencies; NATO and the other regional organizations.

Course Number

GVT–665

Course Name

Non–Governmental Organizations

Pre–requisites

Course Credits

3.00–

Description

This course will explore the nature and varied roles in theory and practice of non–governmental organizations and the networks they form in contemporary world politics. Particular attention will be given to NGOs and NGO networks that operate in North America.

Course Number

GVT–667

Course Name

Comparative Social Movements

Pre–requisites

Course Credits

3.00–

Description

This class examines the political ramifications of social movements primarily but not exclusively within the United States. It looks at ideology, beliefs, and mechanisms of mobilization. Another
important focus is an analysis of non-white social movements in this country and their impact on domestic politics. Among the movements to be examined are: the Pan–African movement 1919 to 1939 which will, to some extent, take us outside this country; the U.S. Civil Rights Movement 1955 to 1969 which covers the rise of the Black Power movement; and the U.S. Labor Movement 1900 to 1955 in terms of non-white influence on its programmatic goals.

Course Number

GVT–668

Course Name

UN & Humanitarian Governance

Pre-requisites

Previous relevant knowledge/experience desirable Course will meet Jan 18 – April 4, 2008

Course Credits

3.00–

Description

This seminar will explore actors and issues in the context of the United Nations system in connection with humanitarian governance challenges. We will examine theoretical, political, legal issues and institutional issues, then analyze protection, civil–military relations in peace operations. UN and other peace operations and responsibility to protect will be analyzed, and hard choices for all those who wish that globalization should be more humane, and who are interested to confront moving targets and evolving challenges of humanitarian governance, including dilemmas of not doing harm, when intending to do good, in international humanitarian engagement. With humanitarian action’s new power comes knowledge that even the most well–intentioned projects can create as many problems as they solve. Are unforeseen consequences, blind spots, and biases of humanitarian work—–from focusing too much on rules and too little on results? Students are expected to actively participate in interactive, visual and practical simulation exercises and role plays of humanitarian emergency operations

Course Number

GVT–669

Course Name

Human Rights

Pre-requisites
Course 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.

Course Number

GVT-671

Course Name

Topics in Democracy

Pre-requisites

Course 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.

Course Number

GVT-672

Course Name

American Foreign Policy

Pre-requisites

Course 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.

Course Number

GVT-673

Course Name

American Political Thought

Pre-requisites

Course Credits

3.00-

Description

Reading and discussion of original works by significant American political thinkers. Readings vary, but might include The Federalist and works by Paine, Jefferson, Calhoun, Thoreau, Sumner, Reed, Dewey, Lippman, Goodman, King, Malcolm X, Carmichael, Hamilton, Friedan and Dellinger.

Course Number

GVT-675

Course Name

Radical & Revolutionary Political Thought

Pre-requisites

Course Credits

3.00-

Description
This course focuses on those political thinkers, such as socialists, feminists, anarchists, pacifists, and ecologists, who have opposed the established order and sought to change it. Topics covered include Utopian visions (e.g. Owen, Morris, Bellamy, Gilman), criticism of existing (Wollstonecraft, Marx, Fanon, Beauvoir) and strategies for change (Goldman, Malcolm, Lenin, Cabral). The emphasis is on reading original theoretical works, with several writing assignments.

Course Number

GVT–678

Course Name

Elections and Voting

Pre-requisites

Course Credits

3.00-

Description

How are elections administered in the United States? Do Americans have confidence in the electoral process? Should they? Why or why not? This course will examine elections in the United States in detail -- from how they are funded to how they are administered to how voters behave. Students will organize and conduct an Exit Poll of Boston voters on the November Election Day. Students will gain hands–on experience in actual research design. In addition, students will gain a deeper understanding of the relationship between attitudes, opinion, and voting behavior in American politics and institutions.

Course Number

GVT–680

Course Name

Politics of Japan

Pre-requisites

Course Credits

3.00-

Description
Examining Japanese political culture, structures, processes and public policies. Historical background; the relationship between government and business; Japan as an advanced industrial society; problems of interdependence for Japan and the West.

Course Number

GVT-682

Course Name

Politics of European Integration

Pre-requisites

Course Credits

3.00–

Description

The object of this course is to provide students with an overview of the process of European integration. We will assess the status and meaning of European Union in its domestic and economic dimensions. A central focus of the course will be to analyze the historical forces that fostered political and economic integration in the continent and to find out why there is a push for deeper integration.

Course Number

GVT-683

Course Name

Politics of Europe

Pre-requisites

Course Credits

3.00–

Description

Comparative study of political development in Europe; politics in Europe’s post-industrial societies and in selected countries of southern and eastern Europe; challenges of European
Course Number
GVT-684

Course Name
African Politics

Pre-requisites

Course Credits
3.00-

Description
The political development of Africa in colonial and post-colonial periods. Analysis of the evolution of governmental institutions includes economic, social and personal factors; political forces at work in present day Africa.

Course Number
GVT-685

Course Name
Politics of Middle East

Pre-requisites

Course 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–686

Course Name
Politcal Economy of Latin America

Pre-requisites

Course Credits
3.00–

Description
This course will examine the principal issues in the study of 20th Century Latin American Political Economy. It will center on the interaction between politics and economics in Latin America’s quest for economic development. We will analyze the main actors, the issues, and the analytical framework used to explain Latin American Political Economy. We will compare paths of industrialization in Latin America and East Asia/ Europe to understand why some countries develop while others stagnate. We will also analyze specific LA political economy issues and processes; the debt crisis, structural adjustment, the integration of LA countries in the global economy, economic integration in the Americans including NAFTA, economic inequality and the new neo-liberal policies currently implemented throughout the continent.

Course Number
GVT–687

Course Name
Caribbean & Central American Politics

Pre-requisites

Course 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.
Course Number
GVT–689

Course Name
Politics of China

Pre-requisites

Course Credits
3.00–

Description
Emphasis on a particular approach to the problems of economic modernization and political development. Historical background; the revolutionary movement; present political structures and current issues.

Course Number
GVT–690

Course Name
International Relations of the Middle East

Pre-requisites

Course Credits
3.00–

Description
The purpose of this course is to provide students with an understanding of how the contemporary Middle East evolved. Thus, in addition to an examination of power, class, and statecraft, the central theme of this course is an analysis of the development of the political, economic, and social nature of the Middle East by considering such issues as its geopolitical significance in international relations, the political economy of the region, imperialism, nationalism, wars, and Islamic resurgence.
GVT–691

Course Name
Canada: Multicultural Politics

Pre-requisites

Course Credits
3.00–

Description
This course examines the Canadian model of incorporating diverse communities into its constitutional and political framework, including the founding British North American Act of 1867, the 1982 Constitution Act, and two later attempts at constitutional reform. Canada’s role in balancing two official languages, English and French, is discussed, as is its recognition of a First Nations native-governed territory in the Arctic. This course introduces students to the Canadian polity and compares its parliamentary system with the U.S. separation of powers system.

Course Number
GVT–692

Course Name
Women and Politics in Islam

Pre-requisites
Formerly known as: Women, Politics and Religion in the Middle East

Course Credits
3.00–

Description
The purpose of this course is to familiarize students with some of the issues facing women in predominantly Muslim countries while simultaneously introducing students to the academic debates related to such issues. The course will attempt to acquaint students with only a few countries with an extensive look at Iran. However, we will visit other places with the ultimate scope of evaluating different Islams and the impact these various understandings have had on women. Thus, while the course aims to address women and their stories, we will also touch upon
other related subjects, such as Islam and democracy, colonialism and post-colonialism, modernity
and globalization.

Course Number

GVT–693

Course Name

Politics of Mexico

Pre-requisites

Course Credits

3.00–

Description

Introduction to the government and politics of contemporary Mexico, with special attention to
social and economic institutions, parties and social movements, and the influence of Mexico's
revolutionary heritage. There will be some analysis of the interaction of US/Mexico relations and
the impact of NAFTA on Mexican workers and the economy.

Course Number

GVT–694

Course Name

U.S. and the Middle East

Pre-requisites

Course 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.

Course Number
GVT–695

Course Name
Politics of Eastern European Transition

Pre-requisites

Course Credits
3.00–

Description
This course focuses on political developments in all countries formerly called Eastern Europe since the break with communism in 1990–91. There will be readings and discussion on matters of economic policy, construction of democratic institutions, foreign policy, and the challenges of dealing with internal ethnic conflicts and differences. At the instructor’s discretion, more time will be spent on some countries than others, but every effort will be given to taking a regional perspective as well as delving into some countries with depth.

Course Number
GVT–696

Course Name
Politics of Russia and the Former Soviet Republics

Pre-requisites

Course Credits
3.00–

Description
This course will examine political and economic institutions of newly independent entities from Kazakhstan to the Baltics. It will include historical roots of the Soviet Union from the Russian Revolution through the Gorbachev years. Attention will be paid to Marxist theory and non–Marxist
challenges for the economy of the area as well as the state. While some attention will be paid to
foreign relations of the former Soviet Union and the current regimes with Western Europe and the
U.S. and elsewhere, the major emphasis will be on domestic policy issues and analysis of the
impact of domestic policy on citizens of the former Soviet Union.

Course Number

GVT–697

Course Name

South American Politics

Pre-requisites

Course Credits

3.00–

Description

This course will examine the principle issues in the study of 20th Century South American Politics.
It will center in the interaction between history and politics in Latin America’s quest for
democratization. We will analyze the main actors and political institutions, the issues and the
analytical framework to explain political developments in the Continent. We will compare paths of
democratization in several South American countries to understand why democracy has flourished
and is more consolidated in some countries than in others. We will also analyze specific policy
issues and processes; civilian control over the Army, the emerging role of leftist-oriented parties,
structural adjustment policies, the integration of these countries into the world economy, the role
of the US in the region an economic and political integration in the Americas. 1 term – 3 credits.

Course Number

GVT–698

Course Name

Islam & Politics

Pre-requisites

GVT 685, or instructor’s consent.

Course Credits

3.00–
Description

This course explores the political and cultural history of Islam, with emphasis on the contemporary Islamic resurgence in Muslim countries. The origins and causes of this resurgence, its aims, and its effects on domestic, regional, and world politics will be examined. Cultural Diversity B

Course Number

GVT–699

Course Name

Politics of Ethnic Conflict

Pre-requisites

Course Credits

3.00–

Description

The course will survey various theories of nationalism and ethnic conflict and test their applicability to a number of contemporary cases. After a look at the sources of ethnic conflict within a particular country we will examine the way in which the international system reacted. Special attention will be paid to conflicts that have or have had a U.S. diplomatic dimension, namely Northern Ireland and Israel/Palestinian Territories.

Course Number

GVT–723

Course Name

Graduate Internship

Pre-requisites

Course 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.

Course Number

GVT-724

Course Name

Politics of Public Policy

Pre-requisites

Course 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.

Course Number

GVT-747

Course Name

Seminar in Legislation & Lobbying

Pre-requisites

Course 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.

Course Number

GVT-755

Course Name

Seminar Campaigns & Elections

Pre-requisites

At least one course in elections, voting behavior, or political parties.

Course 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.

Course Number

GVT-761

Course Name

Seminar: International Relations Theory

Pre-requisites

OPEN TO GRADUATE STUDENTS ONLY
Course 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.

Course Number
GVT–763

Course Name
International Political Economy

Pre-requisites

Course 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.

Course Number
GVT–765

Course Name
Seminar on Contemporary International Relations

Pre-requisites

Course Credits
3.00-
**Description**

This course will focus on three main areas: a) United Nations and NGOs; b) Current Relevant Issues, and c) Regions, examining current issues and debates in each area. The courses is team-taught by full-time faculty specializing in each area.

**Course Number**

GVT–772

**Course Name**

Ethical Issues in Professional Politics

**Pre-requisites**

**Course 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.

**Course Number**

GVT–774

**Course Name**

Ethical Issues in International Relations

**Pre-requisites**

Restricted to International Relations students only.

**Course Credits**

3.00–
Description

Core course for International Relations Concentration. This course will focus on ethical issues that arise in the international system in absence of clean laws and practical sanctions. The course will combine consideration of fundamental ethical principles with class discussion of hard cases. Each student will also be asked to research a case in depth and to present that case in class.

Course Number

GVT-776

Course Name

Advanced Research Methods in Professional Politics

Pre-requisites

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor’s consent.

Course Credits

3.00–

Description

Core course for the MS in Political Science, Professional Politics track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with a emphasis on relevant topics such as voting behavior, elections, polling, legislatures, and public policy. Both qualitative and quantitative methods will be covered including, archival research, legislative documents, election data, and multivariate analysis.

Course Number

GVT-778

Course Name

Advanced Research Methods in International Relations

Pre-requisites

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor’s consent.
Course Credits
3.00-

Description
Core course for the MS in Political Science, International Relations track. The aim of the course is to give students the ability to conduct their own research and to understand and use the research of others, with an emphasis on topics relevant to the field of international relations. Both qualitative and quantitative methods will be covered, including archival research and the use of documents and data from a variety of sources.

Course Number
GVT-801

Course Name
Political Marketing

Pre-requisites

Course Credits
3.00-

Description
This class will examine the techniques used to market political candidates, parties, issues, interest groups and think tanks in the modern American polity, as well as in Canada and the EU. The class will examine the causes and impact of the change that many observers have seen in the American polity from a civil to a consumptive political culture and question the extent to which this is a U.S. based versus more global phenomenon. At the same time, the class will aim to provide the student with a hands-on understanding of the way in which various marketing techniques are employed to sell politics. The techniques will include message development, branding, micro-targeting, and political marketing campaign strategy by looking at a series of cases from around the world. Cases examined will include the Barack Obama, Hillary Clinton and John McCain campaigns from 2008, the effort to brand the Conservative Party and New Labour in the United Kingdom.

Course Number
GVT-802

Course Name
Town Government; Origins and Practice

Pre-requisites

Course Credits
3.00-

Description

Town Government helped shape the early origins of our democracy in America. The earliest settlers developed town government as a way to manage their affairs differently from the forms of government they left behind. They believed each person deserved input into the governing of their settlement. This course will explore the origins of town government in the United States starting with the Mass Bay Colony right up to current times. There will be an in-depth look at the inner workings of town government, with a special focus on local towns that still enjoy this government form.

Course Number
GVT-803

Course Name
Washington Academic Seminar I

Pre-requisites
Requires instructor’s consent This course fulfills the Expanded Classroom Requirement

Course Credits
3.00-

Description
An intensive off-campus experience, normally of two-weeks duration, arranged through a qualified agency in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. Students are normally required to keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar upon their return. ECR

Course Number
GVT-808
Course Name
Political Economy of East Asia

Pre-requisites

Course Credits
3.00–

Description
The objective of this course is to examine the relationship between political movements, government institutions and economic development trajectories in the world's most economically dynamic region, East Asia. The central focus will be on China, Japan and two Koreas, with an ancillary emphasis placed on other developing economies within East Asia. The earlier part of the course will focus on a historical examination of regional political evolution and relevant economic trends. The latter segment will place particular emphasis on the contemporary East Asian experience with neoliberal globalization.

Course Number
GVT–811

Course Name
Politics of North Korea

Pre-requisites

Course Credits
3.00–

Description
This course focuses on the historical origins, evolution, and current trajectory of the North Korean state. 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 North Korea’s relationship with regional and world powers and examining the origins, history, and implications of their nuclear weapons program. Students will be expected to demonstrate their ability to apply theoretical and historical knowledge toward analyzing the rapidly evolving landscape of contemporary issues related to North Korea.
Course Number
GVT-829

Course Name
Law for Environmental Protection and Pollution Prevention

Pre-requisites

Course Credits
3.00–

Description
A course about how the constitution, common law and statutory law provide for environmental protection and pollution prevention. Students will learn basic skills needed to understand how environmental law works, including constitutional clauses and amendments, landmark civil litigation, the Clean Water Act, the Clean Air Act, landmark civil litigation, and hazardous waste law.

Course Number
GVT-831

Course Name
Congress: Polarized Politics

Pre-requisites

Course Credits
3.00–

Description
This course will examine the changes in the US Congress in recent years, as both party unity and party polarization have grown, with particular attention to the evolution of Senate rules as the need for a 60-vote majority has become a given.
GVT–832

Course Name
Legal Issues in Campaign and Elections

Pre-requisites

Course Credits
3.00–

Description
This course will explore legal issues affecting campaigns and elections. Among the topics covered will be the legal requirements to qualify for the ballot, campaign finance laws, challenges to candidates and ballot questions, and election recounts. Special emphasis will be given to the 2000 Presidential Recount in Florida.

GVT–834

Course Name
Immigration Policy and Politics

Pre-requisites

Course 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.
Course Number
GVT–844

Course Name
Unleashing Legislative and Community Activism

Pre-requisites

Course Credits
3.00–

Description
This course will teach the students the importance of legislative advocacy to effect political and policy change and the important role advocacy plays in making our democracy transparent and accessible. The course will explore the various role and interplay between the political branches and the functions they perform individually as part of the overall democratic/political system. Through a combination of lecture, guest speakers, observation attendance at legislative sessions and hearing; and journal keeping, students will learn and see first-hand how local government, grassroots organizations, media, and one citizen can bring about change, solve problems, and make a positive contribution to our community.

Course Number
GVT–848

Course Name
Law, Race, and Gender

Pre-requisites

Course Credits
3.00–

Description
Covers the 13th, 14th, and 15th amendments, known as the Reconstruction amendments. This course focuses upon these three critical amendments, with an eye towards their importance in framing race-based rights, and the 14th with regard to gender-based rights. It emphasizes the politics of these amendments’ language, ratification, and impact (including their 130-year
interpretation by the Supreme Court.) The course treats the U.S. Constitution dynamically, as a political and social educator. It also examines the extent to which the Constitution could be viewed as race- or gender-blind.

Course Number
GVT-858

Course Name
Fndmntls Political Fundraising

Pre-requisites
OPEN TO GRADUATE STUDENTS ONLY

Course Credits
3.00-

Description
Political campaigns aim for votes, but they run on money. This course will introduce students to the basic elements of political fundraising: how to identify potential donors, small personal appeals through events to direct mail, along with the basic legal rules about fundraising, such as contribution limits, record keeping and reporting requirements. Students in this course will also examine the influence of money and PACs on politics and public policy, and will consider the relative advantages and disadvantages of other possible systems of campaign finance, both as practiced today in other countries and as proposed by reformers in the United States. Open to graduate students only.

Course Number
GVT-860

Course Name
Preventive Diplomacy At the United Nations

Pre-requisites
Previous relevant knowledge/experience desirable.

Course Credits
3.00-
Description

The purpose of this course is to understand how preventive diplomacy at the United Nations works and can be used more effectively in resolving the critical issues that the international community and the United Nations are grappling with around the world.

Course Number

GVT-872

Course Name

East Germany and the Cold War

Pre-requisites

Course Credits

3.00-

Description

When the German Democratic Republic was founded in 1949, observers in the West viewed it as an artificial construct created to serve the needs of the Soviet empire. The self-image of the GDR as created by its leadership revolved around the idea of an anti-fascist German state designed as a bulwark against any revival of National Socialism. Over a generation after the fall of the Berlin Wall, it is possible to undertake a dispassionate analysis of the forty-year history of the other German state as manifested in its cultural identity and political role during the Cold War.

Course Number

GVT-878

Course Name

Public Budgeting Systems

Pre-requisites

Course Credits

3.00-
**Description**

Examines the determinants of the budgetary process which are encountered inside the public organization and in its environment. It explores the politics involved in the preparation, appropriation and expenditure phases. Special attention will be paid to expenditure controls, reporting instruments, debt administration, the collection of revenues and program evaluation. Appropriate reference will be made to the impact of intergovernmental fiscal system on the budgetary process. Open to non-majors. Normally offered alternate years.

**Course Number**

GVT–891

**Course Name**

Women and Islam: the Egyptian Feminist Movement

**Pre–requisites**

**Course Credits**

3.00–

**Description**

The course is meant to unearth the nature of Islamic public discourse concerning women and the roles that women play in Egyptian society. An analysis of women’s consciousness and their pioneering spirit will be examined as well as an analysis of the politicization of women’s issues in the Muslim world and the West. In conclusion the course will discuss the gendering of modernity and its resultant implications.

**Course Number**

GVT–892

**Course Name**

Islamic Political Thought

**Pre–requisites**

**Course Credits**

3.00–
Description

What is the relationship between philosophy and Islam? Does the divine law (Shari’a) need to be supplemented with purely rational reflections on the nature and purpose of political life? What is the place of toleration and individual rights in the Islamic legal and philosophic tradition? We will explore these and similar questions by focusing on two particularly fertile periods of Islamic thought—the encounter of Islam with Greek philosophy in the classical period and its encounter with modern secular West in late modernity.

Course Number

GVT–899

Course Name

Continuing Thesis Research

Pre-requisites

Instructors approval required.

Course Credits

0.00–

Description

Continuing research toward fulfillment of the thesis option for the MSPS. Registration in GVT 899 constitutes full-time status.

Course Number

GVT–900

Course Name

Directed Study

Pre-requisites

Course 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.

Course Number
GVT-905

Course Name
Graduate Independent Study

Pre-requisites
Instructor’s consent and approval of the Director of Graduate studies required.

Course 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 the student. Offered every semester.

Course Number
GVT-906

Course Name
Summer Party Convention Program

Pre-requisites
Students must see the professor to get required Washington Center Application

Course Credits
3.00–
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.

Course Number

GVT-907

Course Name

Pre-Thesis Reading Course

Pre-requisites

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.

Course 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.

Course Number

GVT-908

Course Name

Government Study Trip

Pre-requisites

Course Credits
3.00-

Description
Specially arranged study trip to a foreign country for the purpose of obtaining knowledge through direct experience and observation. Includes pre-arranged site visits, meetings, required reading and written assignments. Offered as opportunities arise.

Course Number
GVT–957

Course Name
Thesis Research & Writing

Pre–requisites
GVT 907

Course 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.

Psychology

GRADUATE DEPARTMENT OF PSYCHOLOGY

Ph.D Program in Clinical Psychology
Suffolk University’s doctoral program in clinical psychology was established in accordance with the scientist–practitioner model. The primary and overarching goal of the doctoral training program is to prepare students to be competent professionals in clinical psychology. Our philosophy is that clinical practice should be grounded in scientific knowledge and that scientific research should be informed by and be relevant to clinical practice. Thus, our program involves the systematic and cumulative training in both psychological research and practice in order to prepare students for careers in practice, research, or academic settings.

The program's orientation is that of understanding of the processes underlying adaptation and maladaptation within a cultural frame. Throughout all aspects of training the program encourages an awareness of and respect for diversity of culture, language, national origin, race, gender, age,
disability, religious beliefs, sexual orientation, lifestyle, and other individual differences. Our faculty approach clinical work from a variety of perspectives including developmental, psychodynamic, systemic, behavioral, cognitive–behavioral, humanistic and integrative/eclectic.

Our intent is to enable students to take a creative, empirical, and ethical approach to clinical problems among diverse populations; to critically evaluate and contribute to the evolving body of scholarly literature in the science and practice of psychology; and to integrate the clinical, theoretical, and scientific foundations of psychology. Specifically, the clinical focus is to train students to provide ethical and competent assessment, diagnosis, intervention, and consultation within diverse populations, settings, and agencies. The research focus is designed to train students in the ability to formulate and evaluate problems, understand and utilize a variety of methodological and analytic strategies, and develop and complete empirical research projects and dissertation. Across all aspects of our training program we strive to train our students to be knowledgeable about and conduct culturally competent clinical practice and research.

Suffolk University’s Ph.D. program in Clinical Psychology is based on a balance and integration of the scientist and practitioner components of clinical training. Our overarching 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. Thus, we aim to

1. Provide students with didactic instruction and supervised training in the practice of clinical psychology. Students will develop the skills needed to:
   a. Evaluate, administer and interpret psychological assessments with an understanding of the psychometric and empirical underpinnings of assessment
   b. Formulate and apply psychological diagnoses with an appreciation of the conceptual strengths and limitations of current diagnostic approaches and an understanding of the role of etiological and risk processes.
   c. Develop, evaluate, and implement treatment plans that reflect both knowledge of empirically-based principles and an appreciation of individual client characteristics and contextual factors
2. Provide students with didactic instruction and mentored supervision in the evaluation and conduct of research. Students will develop the skills needed to:
   a. Understand the strengths and limitations of different research methods
   b. Understand, utilize and interpret basic descriptive and inferential statistics
   c. Develop and conduct conceptually-driven and empirically sound research
3. Cultivate an understanding of and appreciation for individual and cultural diversity across content areas of science and practice. Students will develop the skills needed to:
   a. Consider the nature and impact of diversity on the administration and interpretation of assessments, the validity of diagnostic formulations, and the appropriateness of a particular treatment plan
   b. Conduct and evaluate research with an understanding of the influence of cultural diversity on all aspects of the research process
4. Prepare students to make ethically and legally informed decision about clinical, research, and other professional issues. Students will develop the skills needed to:
   a. Comprehensive knowledge of the ethical/professional codes, standards and guidelines related to clinical work
   b. Comprehensive knowledge of the ethical/professional codes, standards and guidelines related to research
Components of the program include: course work, practicum experiences, teaching assistantships, research assistantships, an early research project, research and clinical comprehensive examinations, a doctoral dissertation, and a pre-doctoral clinical internship. In addition to the overarching goals, the program also offers elective concentrations in neuropsychology or clinical child psychology. Further, students may opt to pursue additional learning and mentoring in a variety of areas such as, cultural diversity, community psychology, life span development, health psychology, acceptance and mindfulness, and teaching through research mentoring, elective coursework, and clinical placements (when available). Students are expected to devote themselves to a full-time program of study and be active members of the program community.

Accreditation

The Program in Clinical Psychology was initially fully accredited by the American Psychological Association in 2000. Our next accreditation site visit is scheduled for 2010. Further, the program has been designed to comply with all the regulations of the Massachusetts Board of Registration of Psychologists at the time of program admission so that, with completion of an additional one year, full-time post-doctoral fellowship (or its equivalent) students may sit for the state licensing examination in clinical psychology. For further information concerning accreditation, please contact the APA Office of Program Consultation and Accreditation, 750 First Street, NE, Washington, DC 20002–4242 (202) 336–5979. Accreditation information can also be found online through the APA’s website.

This program meets the Association of State and Provincial Psychology Boards/National Register of Health Service Providers in Psychology “Guidelines for Defining ‘Doctoral Degree in Psychology.’” Therefore, graduates of this designated program who decide to apply for licensing as a psychologist typically will meet the educational requirements for licensing. However, in each jurisdiction there are/may be additional requirements that must be satisfied. For exact information, please contact the state or provincial licensing board in the jurisdiction in which you plan to apply.

With licensure, graduates are eligible to apply for credentialing as a Health Service Provider in Psychology. Graduation from a designated program ensures that the program completed meets the educational requirements for listing in the National Register. However, there are additional requirements that must be satisfied prior to being listed in the National Register of Health Services Providers in Psychology. For further information, consult the National Register’s website.

Degree Requirements

The Program in Clinical Psychology consists of a minimum four years of full-time activity. The requirements are as follows:

1. Completion of 72 academic credits (24 courses) within the first three years of the program. A full-time course load is 12 credit hours per term. Students in the doctoral program in Psychology will be expected to maintain a 3.0 (“B”) average on all coursework in any given academic year. Failure to maintain a minimum grade point average of 3.0 in either semester of the first year of study will result in faculty review of the student’s record. The faculty may recommend remediation, probation, or dismissal. In the second and subsequent years of study, receiving more than two grades below B, even if they are offset by appropriate honor grades, will result in faculty review of the student’s record. The faculty may recommend
remediation, probation, or dismissal. The Department reserves the right to require the withdrawal of a student from the program if, in its estimation, the probability of his or her success is doubtful. Such factors as academic performance, interest, academic/professional conduct, and timely progress enter into the judgment.

2. Completion of practicum experiences. One of the core components of the Clinical Psychology Program is systematic training in the application of basic knowledge to the solution of human problems. Such training is received through the required practica, which students must successfully complete during the first four years of the program. Specific practicum sites have been established for the first four semesters of the practicum experience. Students may tailor their practicum experience to their interests during the last two optional semesters of the practicum sequence.

3. Completion of teaching assistantships. Another core component of the program is systematic training in teaching. Toward this end, students are expected to serve as teaching assistants for an undergraduate psychology course during the first three years.

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, usually after the second year, once the student has completed 48 credits of coursework and the Early Research Project. Expected research competencies will be acquired and demonstrated through a carefully developed research plan that extends through the first and second years. The research project will be developed through close collaboration with the Research Mentor. Students will present their work, both orally and in written form, at the end of their second year in the program.

5. Comprehensive Examinations. All students, once finished with their Early Research Project, must satisfactorily complete the department’s comprehensive examinations prior to admission to doctoral candidacy. All of the comprehensive examinations must be satisfactorily completed for the students to participate in the APPIC pre–doctoral internship match, or before a student can accept a pre–doctoral internship placement outside of the match. The Director of Clinical Training will not approve any internship placement nor will complete any forms related to internship application of placement until all comprehensive examinations have been passed. The examinations will consist of a set of questions on research design and methodology (approximately four hours), a written and an oral clinical component comprised of a clinical case, a psychological assessment case or a neurological case (approximately one hour), each component to be administered separately. In addition to demonstrating the student’s mastery of the material, the examinations are designed to reveal a student’s ability for critical thinking, which is defined as active, high–level, reflective, and analytical thinking. Students are not admitted into doctoral candidacy until all portions of comprehensive examinations have been passed.

6. A doctoral dissertation. The dissertation is conceptualized as an original empirical project that makes a substantive contribution to the knowledge base of clinical and/or developmental psychology. The dissertation is supervised by a major advisor and a doctoral committee that consists of at least two other faculty members (approved by the department). The committee is responsible for approving the proposal, overseeing data collection and analysis, and reviewing the final written draft. The formal dissertation must be approved by the doctoral committee, and a departmental oral defense must also be completed.

7. An internship. The internship consists of a one year full–time (or two years half–time) clinical internship in an extramural mental health facility. The internship builds upon prior practicum experiences and is designed to complete the student’s preparation for functioning as an independent clinician. In many cases, the internship is begun in the fifth year of study. Students are required to have an accepted dissertation proposal before applying for internship. It is recommended that they complete their dissertation before beginning a full–time internship.
Required Courses

PSYCH 716 Adult Psychopathology
PSYCH 717 Adult Assessment
PSYCH 718 Research Methods and Ethics
PSYCH 719 History and Systems of Psychology
PSYCH 720 Developmental Theory
PSYCH 721 Evidence-Based Practice in Psychology
PSYCH 722 Univariate Statistics
PSYCH 723 Multivariate Statistics (Prerequisite: 722)
PSYCH 738 Clinical Practicum and Ethics IA
PSYCH 739 Clinical Practicum and Ethics IB (Prerequisite: 738)
PSYCH 740 Clinical Consultation and Supervision IIA (Prerequisite: 739)
PSYCH 741 Clinical Consultation and Supervision IIB (Prerequisite: 740)
PSYCH 792 Intro to Neuropsychology

Choose one from the following to fulfill the Assessment requirement:

PSYCH 746 Child Assessment (Prerequisite: 748)
PSYCH 747 Adult Neuropsychological Assessment
PSYCH 753 Child Neuropsychological Assessment

Choose one from the following to fulfill the Intervention requirement:

PSYCH 736 Couples and Family Therapy
PSYCH 774 Child Therapy
PSYCH 779 Mindfulness & Acceptance

Choose one from the following to fulfill the Diversity requirement:

PSYCH 729 Social Justice, Race, & Ethnicity
PSYCH 733 Racial and Ethnic Bases of Behavior and Experience
PSYCH 734 Multicultural Perspectives
PSYCH 756 Counseling Across Cultures

Choose one from the following to fulfill the Social Bases requirement:
PSYCH 732 Social Bases of Behavior
PSYCH 757 The Social Psychology of Gender
PSYCH 768 Social Psychology and the Family

Choose one from the following to fulfill the Cognitive Bases requirement:
PSYCH 731 Cognitive and Affective Bases of Behavior and Experience
PSYCH 765 Cognitive Development

Six elective courses must also be taken.

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 an adjunct in the department.

Application Requirements

Students are admitted to the Clinical Psychology Program to work toward the Ph.D. degree only; the program does not offer a terminal master’s degree. Applications are due in the Office of Graduate Admission of the university by December 1 for enrollment the following September. There are no spring semester admissions in this program.

Students wishing to apply for admission must complete the Suffolk University Graduate Admission Application Form. Special attention should be paid to the personal statement, which should include all relevant background experience (in both research and clinical settings), academic interests, and professional goals.

Students must also meet the following requirements:

(a) scores on the general aptitude (verbal, quantitative, and analytical writing) of the Graduate Record Examination (GRE, required); and (b) a minimum of five courses in psychology, preferably including courses in both statistics and research methods. The program expects to admit thirteen to fourteen students each year. Students are typically matched with a research mentor at the time of admission. Matriculated students will also be assigned a program advisor who will follow the student over the course of his or her graduate education, providing resources, guidance and advocacy in all areas.

Faculty

Core Faculty: Basseches, Bursik, Coyne, Fireman, Gansler, Harkins, Jerram, Katz, Marks, Moes, Orsillo, Pantalone, Ray, Rogers, Swenson, Wells, Webb

Courses

Course Number

PSYCH–000

Course Name
Advanced Dissertation Residency

**Pre-requisites**

**Course 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).

**Course Number**

PSYCH–001

**Course Name**

Early Research Project Continuation

**Pre-requisites**

**Course 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.

**Course Number**

PSYCH–701

**Course Name**

Summer Practicum I

**Pre-requisites**

PSYCH 741 and approval from the Director of Clinical Training
Course Credits

1.00-

Description

Optional summer placement following the completion of practicum II. Summer practicum typically begins in May and ends the last week of August. Students complete 20 to 40 hours per week of placement service and training activities. Students shall receive individual and group supervision commensurate with the requirement for direct contact support. Includes more advanced clinical training in selected areas of psychotherapy, evaluation, testing, research, supervision and consultation. Prerequisites: Normally offered every Summer Session I.

Course Number

PSYCH–714

Course Name

Dialectical Behavior Therapy

Pre-requisites

Course 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.).

Course Number

PSYCH–716

Course Name

Adult Psychopathology
Pre-requisites

Course Credits

3.00–

Description

Provides an introduction to DSM-IV-TR and issues involving diagnostic interviewing and differential diagnosis. Examines etiology and current therapeutic approaches as well as diagnosis of major disorders of adulthood. Includes discussion of Antisocial, Borderline, Histrionic and Narcissistic Personality Disorders. Paranoia and Schizophrenia are examined, as are mood and anxiety disorders. Normally offered yearly.

Course Number

PSYCH-L716

Course Name

Introductory Practicum Lab

Pre-requisites

Course Credits

0.00–

Description

This is a pre-practicum lab, enrollment by invitation by the DCT only. This is an optional lab associated with Psych 716 (previously linked to Psych 721). This lab is graded P/F.

Course Number

PSYCH-717

Course Name

Adult Assessment

Pre-requisites
PSYCH 716

Course Credits

3.00-

Description

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

Course Number

PSYCH-718

Course Name

Research Methods and Ethics

Pre-requisites

Course Credits

3.00-

Description

Provides an introduction to research methods, design issues, and univariate statistics. Topics covered include advantages of longitudinal versus cross-sectional methods and within versus across subjects designs, measurement issues, means of avoiding collection and analysis errors, and basic elements of APA style. Ethical issues in the conduct of research are emphasized. An introduction to analysis will also be embedded in the course, focusing on descriptive statistics. Normally offered yearly.

Course Number

PSYCH-L718

Course Name

Clinical Psychology Lab I
Pre-requisites

Course Credits

0.00-

Description

This is part 1 of the early skills lab for the Ph.D. Program in Clinical Psychology. Enrollment by invitation of the DCT only. The lab will be graded P/F

Course Number

PSYCH–719

Course Name

History & Systems of Psychology

Pre-requisites

Course Credits

3.00-

Description

Examines, from a historical perspective, the evolution of the field of psychology from its beginnings to its present perspectives. Emphasis on the systems of psychology which have evolved in the 20th century, including: structuralism, functionalism, psychoanalysis, Gestaltism, behaviorism, cognitivism, humanism, and existentialism. Where appropriate, the systems will be studied in relation to approaches to psychotherapy which have emerged from them. Normally offered yearly.

Course Number

PSYCH–720

Course Name

Developmental Theory

Pre-requisites
Course Credits

3.00-

Description

This seminar will present and critique different developmental approaches to behavior and experience. The approaches considered may include: Piagetian theory; organismic–developmental theory; cultural/historical theories; Freudian and neo–Freudian theories; and information processing theory. The implications of these developmental theories for clinical psychology will also be discussed.

Course Number

PSYCH–L720

Course Name

Clinical Psychology Lab II

Pre-requisites

Course Credits

0.00-

Description

This is part 2 of the early skills lab for the Ph.D. Program in Clinical Psychology. Enrollment by invitation of the DCT only. This lab will be graded P/F

Course Number

PSYCH–721

Course Name

Evidence–Based Principles in Clinical Psychology

Pre-requisites

Course Credits

3.00–
Description

Examines widely selected theories and therapies representative of the field of clinical psychology. Theories/therapies will include: psychoanalytic, cognitive–behavioral, dialectical behavioral therapy, rational emotive therapy, person–centered, existential, narrative, family/systems therapy, and child therapy. Normally offered yearly.

Course Number

PSYCH–722

Course Name

Univariate Statistics

Pre–requisites

Course 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.

Course Number

PSYCH–723

Course Name

Multivariate Statistics

Pre–requisites

PSYCH–722

Course 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.

**Course Number**

PSYCH–729

**Course Name**

Social Justice, Race, & Ethnicity

**Pre-requisites**

**Course 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.

**Course Number**

PSYCH–731

**Course Name**

Cognitive–Affective Bases of Behavior And Experience

**Pre-requisites**

**Course Credits**
Description

Introduces students to the cognitive-affective bases of behavior and experience through examination of such topics as: relations among sensation, perception, and cognition; cognition and affect; and relations among language, emotions, thought, and culture. Implications for the field of clinical psychology are also discussed. 1 term – 3 credits. Normally offered alternate years.

Course Number

PSYCH–732

Course Name

Social Bases of Behavior and Experience

Pre-requisites

Course 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.

Course Number

PSYCH–733

Course Name

Racial & Ethnic Bases of Behavior And Experience

Pre-requisites

Course Credits
3.00-

**Description**

Examines the history of all forms of racism and ethnocentrism in American society, including the historical amplifications of natural human tendencies into the political polarization of Blacks versus Whites. Philosophical, social–behavioral, and clinical aspects of racial and ethnic issues are examined. Normally offered alternate years.

**Course Number**

PSYCH–734

**Course Name**

Multicultural Perspectives on Development

**Pre–requisites**

**Course Credits**

3.00-

**Description**

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

**Course Number**

PSYCH–736

**Course Name**

Couples and Family Therapy

**Pre–requisites**

**Course Credits**
3.00–

**Description**

Emphasizes structural, functional and contextual theories and intervention techniques of couples and family therapy. Students will be exposed to didactic learning with case presentation and analysis of effectiveness couples and family therapy using outcome research materials. Addresses couples and family therapy intervention strategies with clients of diverse backgrounds. Normally offered alternate years.

**Course Number**

PSYCH–738

**Course Name**

Clinical Practicum & Ethics 1A

**Pre-requisites**

**Course 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 supplement to the practicum provides an overview of the legal, ethical, and professional issues currently facing psychologists in practice with diverse populations. Particular attention is paid to training in cultural and individual diversity, along with the ethical concerns related to confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence.

**Course Number**

PSYCH–739

**Course Name**

Clinical Practicum & Ethics 1B

**Pre-requisites**
PSYCH 738

Course Credits
3.00-

Description
Continuation of Practicum & Ethics IA.

Course Number
PSYCH–740

Course Name
Clinical Supervision & Consultation 2A

Pre-requisites
PSYCH 738, PSYCH 739.

Course 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.

Course Number
PSYCH–741

Course Name
Clinical Supervision & Consultation 2B
Pre-requisites

Psych 738, 739 and 740

Course Credits

3.00-

Description

Continuation of Practicum 2A. Spring term

Course Number

PSYCH-746

Course Name

Child Assessment Diagnosis & Assessment of Children

Pre-requisites

Second year standing or consent of instructor.

Course Credits

3.00-

Description

Reviews principles and techniques of diagnosis and assessment of children, including the DSM IV, cognitive screening, intelligence, personality, and projective tests. May also include an introduction to specialized cognitive, educational, and vocational testing. 1 term – 3 credits. Normally offered yearly.

Course Number

PSYCH-747

Course Name

Adult Neuropsychological Assessment

Pre-requisites
PSYCH 717 or instructor’s consent.

Course Credits
3.00-

Description
Reviews principles and techniques of a standard neuropsychological test battery for adults, as well as discussion of varying neuropsychological approaches (e.g., process vs. achievement) will also be included. Normally offered yearly.

Course Number
PSYCH–748

Course Name
Developmental Psychopathology

Pre-requisites

Course Credits
3.00-

Description
Examines psychopathology from a lifespan perspective. Examines etiology and diagnosis using DSM–IV–TR as well as current therapeutic approaches. Developmental changes in the incidence rate of externalizing disorders such as conduct disorder and attention deficit disorder, and internalizing disorders such as depression and eating disorders are addressed. Disorders that affect both behavioral and mental functioning such as Fetal Alcohol Syndrome and autism are included. Family, peer, and school/work issues are also covered. The role of development in the understanding and treatment of mental disorders is reviewed. Normally offered yearly.

Course Number
PSYCH–751

Course Name
Psychopharmacology

Pre-requisites
Course 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.

Course Number

PSYCH–752

Course Name

Independent Study

Pre-requisites

Course 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.

Course Number

PSYCH–754

Course Name

Psychotherapy Integration

Pre-requisites

Course Credits

3.00–
Description

This seminar considers the challenges of both practical and theoretical integration across a wide range of psychotherapy approaches and modalities, as well as of integration between psychotherapy research and practice. Special attention will be given to specific practical concerns of interest to students in the class (e.g., fostering clients’ explorations of their sexuality, dealing with death and loss). Role playing will be used to explore the similarities and differences -- and possibilities for integration -- among varying approaches to the challenges of psychotherapy practice.

Course Number

PSYCH–759

Course Name

Autism in Context

Pre-requisites

Course Credits

3.00–

Description

Designed as an intensive reading seminar in which multi-disciplinary perspectives on the emergence of autism as a recognized psychological phenomenon are explored. Readings are drawn from history, fiction, sociology, anthropology, and neuroscience. Examines the roots of autism awareness in Western culture, evolving scientific explanations (Theory of Mind, Central Coherence, Executive Dysfunction), and where autism fits in our contemporary social milieu. Diagnosis and treatment of autism spectrum disorders are not covered, nor is such knowledge a prerequisite for the course. The goal is to provide students with a deeply informed base of understanding that can serve as scientific and cultural context for clinical practice. Normally offered alternate years.

Course Number

PSYCH–761

Course Name

Disorders of Self-Control

Pre-requisites
Course Credits

3.00-

Description

The focus of this course is the diagnosis and treatment of disinhibitory psychopathology in adults. Examples of disinhibitory psychopathology include intermittent explosive disorder, cluster B personality disorders, substance abuse, gambling, and some of the clinical phenomenology of bipolar disorder, or major depressive disorder with anger attacks. Topics will include biopsychosocial models of the disorders, differential diagnosis, psychosocial interventions and techniques, pharmacologic interventions, clinical consultation, and forensic assessment and consultation. Examples of therapeutic techniques to be covered include motivational interviewing, stress inoculation therapy, and anger management. Throughout the course emphasis will be placed on the evidence basis of diagnostic, treatment and consultative procedures. The goal of the course is to prepare the student to work with the 'difficult to treat' or 'other-referred’ client or population and in settings where this type of presentation is common.

Course Number

PSYCH–764

Course Name

Cognitive and Experimental Approaches to Emotion

Pre-requisites

Course 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.

Course Number

PSYCH–765

Course Name
Cognitive Development

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Focuses on the development of a variety of cognitive skills: attention, memory, language, problem solving, conceptual development, etc. The cognitive achievements of childhood and adolescence, underlying mechanisms driving cognitive development and major development theories will be examined. A secondary focus will be placed on exploring the implications of cognitive development for clinical practice with children. Normally offered alternate years.

**Course Number**

PSYCH–768

**Course Name**

Social Psychology and the Family

**Pre-requisites**

**Course Credits**

3.00-

**Description**

Focuses on the applications of basic social psychological principles, especially in relation to the family. Topics include social cognition and attribution, social influence, altruism, aggression, interpersonal attraction and intimacy, and conflict resolution. Group processes and dynamics, organizational and systems theory and issues of social/cultural diversity are also covered. Communication and persuasion, cognitive dissonance, and attribution are addressed. Applications to the family are stressed. Normally offered alternate years.

**Course Number**

PSYCH–772

**Course Name**
The Teaching of Psychology

Pre-requisites

Course 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.

Course Number
PSYCH-774

Course Name
Child Therapy

Pre-requisites

Course Credits
3.00-

Description
Examines the principles and practice of psychotherapy with children. Attempts are made to delineate the similarities and differences between child and adult approaches as well as to expose the student to various theoretical perspectives on child therapy with an emphasis on one orientation. Normally offered alternate years.

Course Number
PSYCH-775

Course Name
Advanced Personality Assessment: Rorschach Comprehensive System
Pre-requisites
PSYCH 717

Course Credits
3.00-

Description
Examines in-depth the administration and scoring of the Rorschach using the Exner Comprehensive System. In addition, students will be taught the research and clinical basis for the Exner Comprehensive System. Interpretation of results within the context of case examples will also be explored. Normally offered alternate years.

Course Number
PSYCH-776

Course Name
Psychology of Trauma

Pre-requisites

Course Credits
3.00-

Description
Provides students with a solid foundation in the clinical and empirical literature on psychological trauma. Considers alternative ways of conceptualizing, assessing, and treating psychological consequences resulting from exposure to traumatic stress. Classic and current reading materials will introduce students to leading theoretical models. Special topics include child abuse, rape, homicide, witnessed violence, and genocide. The psychology of victims' reactions to these events will be explored in detail with a focus on factors contributing to posttraumatic stress and cultural, societal, and historical influences on views of trauma. Normally offered alternate years.

Course Number
PSYCH-777

Course Name
Advanced Clinical Practicum

Pre-requisites

PSYCH 741 and approval from Director of Clinical training.

Course 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.

Course Number

PSYCH-780

Course Name

Early Research Project Preparation

Pre-requisites

Course Credits

3.00– 9.00

Description

Intended for students who are working on their Early Research Project (grade is pass/fail). Normally offered every semester.

Course Number

PSYCH–781

Course Name

Comprehensive Exam Preparation

Pre-requisites
Course Credits

3.00–

Description

Intended for students who are preparing for comprehensive exams (grade is pass/fail). Normally offered every semester.

Course Number

PSYCH–782

Course Name

Dissertation Proposal Preparation

Pre-requisites

Course Credits

3.00– 6.00

Description

Intended for students who are preparing for their dissertation proposal (grade is pass/fail). Normally offered every semester.

Course Number

PSYCH–783

Course Name

Dissertation Research

Pre-requisites

Course Credits

3.00– 6.00

Description
Intended for students who are preparing for their dissertation proposal (grade is pass/fail). Normally offered every semester.

**Course Number**

PSYCH-792

**Course Name**

Introduction to Neuropsychology

**Pre-requisites**

**Course 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.

**Course Number**

PSYCH-793

**Course Name**

Adult Neuropsychological Syndromes

**Pre-requisites**

**Course Credits**

3.00-

**Description**

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

Course Number
PSYCH-795

Course Name
Human Neuropsychology I

Pre-requisites

Course 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.

Course Number
PSYCH-796

Course Name
Human Neuropsychology II

Pre-requisites

Course Credits
3.00-

Description
Continuation of PSYCH 795 at the Boston Veterans Administration Hospital in Jamaica Plain. Normally offered yearly.
PSYCH–797

Course Name
Functional Neuroanatomy

Pre-requisites

Course 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/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.

PSYCH–798

Course Name
Seminar in Neuroimaging

Pre-requisites

Course Credits
3.00–

Description
Description is: This course is intended for students with limited background in the applications of neuroimaging techniques for the study of psychiatric illness. Techniques, including PET, SPECT, MEG, MRI, fMRI, DTI and MRS, will be discussed with relevance to selected neuropsychiatric diseases. OFFERED AT BU

PSYCH–799
Course Name
Forensic Psychology

Pre-requisites

Course Credits
3.00-

Description
Taught by both neuroscience and legal professionals, the course provides students with an introduction to the emerging role in the courtroom and judicial proceedings of research and clinical findings from the behavioral neurosciences. Normally offered alternate years.

Course Number
PSYCH-801

Course Name
Internship

Pre-requisites

Course Credits
1.00-

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

Course Number
PSYCH-811

Course Name
Internship Continuation

Pre-requisites
Course Credits

0.00–

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

Course Number
PSYCH-900

Course Name
Advanced Respecialization Practicum

Pre-requisites

Course 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. The course is graded P/F.

Master of Arts in Women’s Health

MASTER OF ARTS IN WOMEN’S HEALTH

The Master of Arts in Women’s Health degree aims to educate a new generation of leaders, educators, and advocates who can contribute to women’s health and foster awareness of women’s health issues in a variety of clinical, civic, educational, and community contexts. Combining academic training with a required, hands-on community internship, the Program provides students with intellectual and practical tools for working with women of diverse ages and backgrounds. The Women’s Health Program is housed within the Sociology Department.

Students study health issues that particularly affect women such as reproductive health, HIV/AIDS, eating and body image problems, and the health concerns of our aging population. Students may also learn important skills in coalition building, community organizing, legislative advocacy, fundraising, marketing, media relations, and public presentation skills.

The Women’s Health Program is designed for career changers, recent college graduates and for
people already working in fields related to women’s health and well being. Graduates of this Program will be prepared to meet the growing demand for non–clinical professionals in areas such as cross–cultural women’s health training, domestic violence intervention, AIDS/HIV education and prevention, reproductive health policy, women’s health promotion, geriatrics, and patient advocacy.

While the Program only enrolls for the fall semester, students may choose either a full– or part–time course program. The full–time option includes two full semesters of coursework plus one semester of an internship in women’s health. The part–time option allows for coursework and internships to be completed over two or more calendar years (six or more semesters). In either case, courses mainly are taught in the evening, enabling students to hold a daytime job while completing the degree.

Degree Requirements

12 courses (36 semester hours), as indicated below. All courses are three semester hours. A full–time course load is 12 credit hours per term. Full–time students can complete the Program in three semesters. Pre–medical and other special students may apply to complete the Program in a single calendar year.

Seven required classes, plus a non–credit speaker series every two weeks, provide a comprehensive introduction to contemporary women’s health issues. Each student focuses her or his program in a particular area of interest by choosing approved electives in the departments of government, public administration, crime and justice, communications and journalism, and education and human services.

Professional Practicum
All students complete a one–semester practicum that is arranged with the help of the Program staff and faculty. While we have standard internship sites where students often intern, we arrange the practicum based on student needs. Internship locations include local hospitals, research institutes, community organizations, policy institutions and women’s groups. The Program Director arranges and oversees all student internships.

Academic Standing
To receive the degree, candidates must have a cumulative grade point average of “B” (3.0). Upon completion of a semester, should a student’s cumulative grade point average fall below 3.0, the student is subject to an academic warning. If a student’s cumulative grade point average falls below 3.0 for two consecutive semesters and/or if the student receives two “C” grades, the student may be subject to dismissal from the Program. No student may carry more than two grades of incomplete at any one time unless the student has approval from the Program Director.

Application Requirements

Transfer Credits
In some cases, transfer credits from other graduate degree programs in related fields may be accepted. Students interested in transferring graduate credits should speak with the director of the Program and Graduate Admissions.

Requests for acceptance of graduate transfer credits must be made at the time of matriculation into the Master of Arts in Women’s Health Program. Only courses in which students have received a grade of “B” or better will be considered for acceptance.
Financial Aid
Graduate fellowships and assistantships may be available for full-time and part-time students who meet various criteria for receiving financial aid. In order to be considered for these and other forms of assistance such as grants and loans, candidates should submit their application for Fall Semester admission to the Office of Graduate Admission by March 15 and their financial aid application to the Financial Aid Office by April 1.

Annual Scholarship to Build Leadership in the Field of African American Women’s Health
The Master of Arts in Women’s Health (MAWH) program is pleased to be able to offer a competitive, annual, full tuition scholarship to a student developing leadership in the field of African-American women’s health. The College of Arts and Sciences is funding this full tuition scholarship for the entire three semesters of the program, beginning with a new student each fall. This student will commit to carrying out an internship in the field of African American women’s health and to working toward a leadership role in the field.

Required Courses

Required Courses (21 Semester Hours)

WH 701 Sociology of Women’s Health (3)
WH 702 Female Physiology and Gynecology (3)
WH 703 Women and the U.S. Healthcare System (3)
WH 704 Research Methods in Women’s Health and Illness (3)
WH 705 Diversity in Women’s Health and Illness (3)
WH 707 Practicum Planning and Field Experience (3)
WH 708 Practicum Assessment and Evaluation (3)

Program Electives (15 Semester Hours)

Students choose 5 courses with the help of their advisor.

Note: Not all courses will be offered every semester.

Faculty

Associate Professors: Agigian (Program Director), Ptacek, Sered (Program Associate Director), Wiltz (Sociology Department Chair)

Assistant Professors: Iyall Smith, Mann-Deibert

Lecturers: Chandler, Norsigian, Roskos, Stone

Course Descriptions

Course Number

WH-691

Course Name

Intimate Violence & Sexual Assault
Pre-requisites

Course 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 a 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 a psychological, sociological, and criminal justice perspectives.

Course Number

WH-694

Course Name

Critical Victimology

Pre-requisites

Course Credits
3.00-

Description
Victimology is the study of crime victims. In the history of criminology and criminal justice, this has been a surprisingly neglected topic. This course investigates the relationship between victims of crime and offenders; the harms suffered by crime victims; recovery from victimization; and the response to crime victims by criminal justice institutions and the helping professions. Critical attention will also be given to victimization occurring within criminal justice institutions as in the case of rape in prisons. Recent changes in criminal justice responses to victims of child abuse, violence against women, and hate crimes will also be addressed. Topics will also include the public reaction to crime victims and recent organizing around victim’s rights.

Course Number
WH-695

Course Name

Special Topics

Pre-requisites

3 credits

Course 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.

WH-701

Course Number

WH-701

Course Name

Sociology of Women’s Health

Pre-requisites

Course Credits

3.00-

Description

This course offers an overview of sociological issues relating to women’s health and illness. The topics include: how social forces construct women’s corporeal experiences, medicalization of women’s bodies, the politics of reproductive agency, economic and racial disparities in health status and access to health care, the valuation of caring work/caregivers, women as patients, and women as health care providers. Attention to diversity among women, in the U.S. and abroad, will be integrated throughout.

Course Number
WH-702

Course Name
Female Physiology and Gynecology

Pre-requisites

Course Credits
3.00–

Description
This course provides students with a solid introductory understanding of female physiology and gynecology. It familiarizes students with basic anatomy and with standard medical terminology. In addition, students receive more substantial information regarding important women’s health issues including heart disease, obesity, breast cancer, the female reproductive system, childbirth, menopause, contraception and reproductive technologies, common gynecological pathologies and common gynecological procedures.

WH-703

Course Name
Women and the U.S. Health Care System

Pre-requisites

Course Credits
3.00–

Description
Women use and work in the health care system at higher rates than men, yet men predominate as its leaders and decision-makers. This course introduces students to the U.S. health system, emphasizing components that are most significant for women. Topics include the (gendered) role of professions, institutions, consumers, and government; landmark legislation; and Medicaid and Medicare. Students also learn how to use a gender perspective to analyze health care policies and legislation.
Course Number
WH-704

Course Name
Research Methods in Women’s Health

Pre-requisites

Course Credits
3.00-

Description
This course trains students in practical strategies for women’s health research. Topics to be covered include community mapping, needs assessment, and program evaluation. In addition to becoming acquainted with the key literature in these areas, students will learn the rudiments of how epidemiologists work, what commonly used statistical terms and tests mean, and how to read and interpret statistical tables and charts. Students also will be introduced to a range of qualitative research methods.

Course Number
WH-705

Course Name
Diversity in Women’s Health and Illness

Pre-requisites

Course Credits
3.00-

Description
This course delves more deeply into the sociology of women’s health through careful attention to diversity and difference both nationally and internationally. We address health differences among women by race, ethnicity, class, disability, and sexual orientation, as well as by national and immigrant status. In addition, the course explores the health and health care realities of women in developing countries and introduces students to ethnographic approaches to studying women’s health.
**Course Number**

WH-706

**Course Name**

Advocacy for Women’s Health

**Pre-requisites**

**Course Credits**

3.00–

**Description**

This course is structured as a practical introduction to advocacy skills. The skill set students receive includes lobbying, communications, media relations, and community organizing. Students practice writing press releases, contacting media outlets, presenting in public, and leading focus groups. In addition, students learn how to develop outreach strategies, and they will be exposed to a variety of assessment tools that are used to map and measure community needs and evaluate programmatic success.

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**Course Number**

WH-707

**Course Name**

Practicum Planning and Field Experience

**Pre-requisites**

Students must meet with the director in the semester prior to the practicum, and permission of the director must be obtained. Restricted to students in the Master of Arts in Women’s Health Program.

**Course Credits**

3.00–

**Description**

Each student will work 16 hours/week with a local organization or agency, under the dual
supervision of a Suffolk faculty member and a staff member at the host institution. At the start of the internship, students prepare a document, together with faculty and staff members, detailing goals for the internship period. These goals include specific skills to be acquired or practiced, as well as programmatic contributions. Weekly class meetings encourage students to apply relevant frameworks and skills, as well as providing group support, strategizing, and problem solving. Restricted to students in the Master of Arts in Women’s Health Program.

### Course Number

WH–708

### Course Name

Practicum Assessment and Evaluation

### Pre-requisites

Students must meet with the practicum instructor during the semester prior to the practicum, and permission of the instructor must be obtained prior to arranging a practicum. Restricted to students in the Master of Arts in Women’s Health Program.

### Course Credits

3.00–

### Description

This course may be taken after or together with WH 707. In this course students write a paper assessing both their own experience and the work of the host institution. This paper must have a clear thesis that demonstrates an in–depth understanding of the relationship between the project, learning objectives and women’s health theories and knowledge. Students may be asked to present this paper to relevant colleagues in the host institution as well as to a committee of Suffolk University faculty and students. Restricted to students in the Master of Arts in Women’s Health Program.

### Course Number

WH–711

### Course Name

Women’s Health Education

### Pre-requisites

### Course Credits
Description

Women’s health professionals may be called upon to educate individuals, community groups, institutions, policy makers, and segments of the public. This course will introduce students to the planning, implementation, and provision of women’s health education appropriate for diverse settings. Students will be introduced to the assessment of setting-specific women’s and community needs for health education as well as approaches to planning and implementation of health education strategies, interventions, and programs. We will address the practical and theoretical foundations of health communication for diverse women. Culturally competent communication will be emphasized.

Course Number

WH–723

Course Name

Thesis Research and Writing I

Pre-requisites

Restricted to students in the Master of Arts in Women’s Health Program. Permission of the Instructor is Required

Course Credits

3.00–

Description

Students initiate research on a topic area of women’s health under the supervision of a thesis advisor and committee. Research design, organization and literature survey are completed as the student moves into and through the first stages of the research project. (3 credits) Restricted to students in the Master of Arts in Women’s Health Program.

Course Number

WH–724

Course Name

Thesis Research and Writing II
Pre-requisites

WH 723; Restricted to students in the Master of Arts in women’s Health. Permission of the Instructor is Required.

Course Credits

3.00–

Description

Students continue their research with a focus on refining their concepts, analysis and interpretation of findings. Writing is supervised with special attention to the connections between the established literature in the field and student’s research. Students present findings and the final written product to their thesis committee. Restricted to students in the Master of Arts in women’s Health Program

Course Number

WH–725

Course Name

Alternative and Complementary Medicines: Gender Perspectives

Pre-requisites

Course Credits

3.00–

Description

Complementary and alternative medicine (CAM) practices and products have become multi-billion dollar industries in the United States and other wealthy countries; women are the largest consumers. This course uses a sociological perspective to explore the dimensions and impact of CAM today. We cover the identities of CAM users and practitioners, the cultural and social forces that contribute to the prevalence of CAM in differing cultural contexts, efforts to license and regulate CAM practitioners, integration of CAM into conventional hospitals, and the belief systems that various CAM modalities build upon. We place this exploration in the context of women’s use of, and access to, various modes of healthcare internationally.

Course Number

WH–728
Course Name
Gender and HIV/AIDS

Pre-requisites

Course Credits
3.00–

Description
This course follows the spread of the AIDS pandemic, investigating how women internationally have become infected, affected, and vulnerable to HIV infection. Through readings and films we explore relevant issues including violence against women, prostitution, substance abuse, stigma, access to education and treatment, women’s negotiating power in sexual relationships, and the impact of poverty. We also investigate the successes and failures of a range of prevention and treatment approaches.

Course Number
WH-731

Course Name
Reproductive Health and Rights

Pre-requisites

Course Credits
3.00–

Description
This course explores relationships between women’s reproductive health and women’s rights both nationally and internationally. We address contraception and abortion, access to prenatal care and trained childbirth professionals, the sociology of breast feeding, and the politics of women’s sexual and reproductive autonomy. Students study the medical and epidemiological significance of reproductive rights in enabling women to maintain reproductive health.

Course Number
WH-732
Course Name
Adolescent Girls’ Health

Pre-requisites
Course Credits
3.00–

Description
This seminar addresses the lives of girls from early adolescence through early adulthood focusing on: (1) sexual and reproductive behaviors, (2) mental health issues and the role of peers in the lives of adolescent girls, and (3) a variety of vulnerabilities that can interfere with the development of healthy women. These vulnerabilities may lead to court involvement, teen-pregnancy, and susceptibility to relationship violence. A special emphasis on cross-cultural comparisons of the health of girls will be included in this course.

Course Number
WH-734

Course Name
Sexuality, Medicine, and Social Control

Pre-requisites
Course Credits
3.00–

Description
Throughout much of history powerful institutions have sought to control women’s autonomy through the control of their sexuality. Over the course of the past one hundred and fifty years, biomedical science has become increasingly influential in the lives of women around the world. This course looks at the role of medicine in women’s private and public sexual lives. We explore questions including: How has medical authority helped to define and control acceptable sexual behavior? What do medical interventions reveal about social and cultural ideas of sex, sexuality, and gender? How do campaigns against sexual disease and sexual deviance illuminate issues of power and of social status? And how have women, lesbians, HIV-positive people, and/or others challenged medical social control?
Course Number
WH-737

Course Name
Women, Population, and the Environment

Pre-requisites

Course Credits
3.00–

Description
Who sets the international agendas, policies and goals regarding population and the environment? What are the health concerns for women? How are women’s status and reproductive rights limited or enhanced by various policies? In recent decades, feminist activists have challenged the overpopulation paradigm as sexist and harmful to the global poor, instead championing women’s rights and environmental sustainability. Issues that exist at these intersections and that may be addressed in this course include: family planning versus population control, environmental racism, nuclear proliferation, global warming, militarism and war, and agribusiness. Case studies are drawn from Africa, Asia, and the Americas.

Course Number
WH-741

Course Name
Independent Study

Pre-requisites

Course Credits
3.00–

Description

Course Number
WH-749
Course Name

Indigenous Women’s Well Being: From Colonialism to Self-Determination

Pre-requisites

Course Credits

3.00–

Description

The world's indigenous women experience many threats to their well being: polluted environments, war, violence, and the continuation of colonial practices mean that their lives are at risk. Dominant political, economic, and cultural norms do little to protect indigenous women. Yet indigenous women can—and do—assert their right to wellbeing as they choose to define it, achieving health and self-determination. Examples include access to traditional medicines, traditional birth practices, and rights to subsistence living. This course will explore the threats to indigenous women’s wellbeing along with the distinctive forms of protection insulating this population.

Course Number

WH–800

Course Name

Independent Study in Women’s Health

Pre-requisites

Course Credits

3.00–

Description

Students pursue an independent academic project under the supervision of a qualified member of the graduate faculty. – 3 credits

Sawyer Business School

History

Founded in 1906, Suffolk University’s original mission was to provide individuals access to a high-quality legal education regardless of socio-economic status or ethnicity. Suffolk University now offers graduate and undergraduate degrees, and professional certificates to over 7,000
students in its Law School, Sawyer Business School, and College of Arts and Sciences. Its main campus is located in the heart of Boston's financial and government districts. Off-site locations include Franklin, North Andover, and West Barnstable, Massachusetts; Senegal and Spain. Its student population represents in excess of one hundred countries and all 50 U.S. states. Suffolk’s alumni population totals over 44,000 worldwide.

The Sawyer Business School, founded in 1937, has added yet another layer of accolades to Suffolk University. In 1995, the family of Frank Sawyer made a substantial donation to the School and the Sawyer Business School was formally dedicated.

The Business School’s graduate programs prepare individuals for careers across the corporate and not-for-profit sectors. Graduate degree programs include the MBA, Global MBA, Master of Public Administration and specialized master's degrees in accounting, finance, health administration, and taxation. The Suffolk MBA is offered in four flexible MBA formats. Students can enroll in full-time or part-time MBA programs in traditional classroom settings at Suffolk’s campuses in Boston or North Andover, Massachusetts or an online format that meets in cyberspace. Students may also choose an Executive MBA format that meets Saturdays.

The Bachelor of Science in Business Administration (BSBA) degree is offered in a full-time or part-time format. Students may select from nine majors in accounting, information systems, entrepreneurship, finance, global business, interdisciplinary studies, management, marketing and public administration. The Business School also offers the following joint degrees: BSBA/JD, BSBA/MS in Accounting and BSBA/MS in Taxation.

The first two years of the BSBA degree are also offered at Suffolk’s Campus in Dakar, Senegal. Undergraduate students are offered the opportunity to take courses at Suffolk’s Campus in Madrid, Spain. Information about Suffolk’s Senegal and Madrid Campuses can be found in the International Programs section at the front of this catalog.

**Mission**

We create a learning environment that enables our students to emerge as successful leaders in the practice of global business and public service. We value excellence in education and research, and work with our students, alumni and business partners to achieve it.

The Business School emphasizes the critical link between theory and practice for students working in private and public sectors. Over 4,000 students from across the globe are enrolled in the School. Graduate and undergraduate students benefit from a diverse faculty with powerful links to business and government – a faculty committed to excellence in teaching and research. The School’s eight Advisory Councils reinforce its ties to the public and private sectors.

The Business School remains committed to ensuring professional opportunities for its graduates by strengthening its capacity for teaching and research. Each student is exposed to contemporary management practices through a continually refined and updated curriculum. The Sawyer Business School welcomes corporate and government partners in all its endeavors.

**Accreditation**

The Business School is the only school of management in New England accredited by both AACSB International – The Association to Advance Collegiate Schools of Business and by The New England Association of Schools of Public Administration (NASPAA). The Business School is also the only school of management in Boston that is accredited by AACSB International for its Accounting and Taxation programs. The Business School offers the only AACSB International accredited MST program in Massachusetts.
General Information

GRADUATE PROGRAMS

Graduate Program Objectives

In our interdependent global economy, the not-for-profit, public and private sectors require managers who have the skills, knowledge, values and sensitivities to be leaders and effective decision makers in their organization. The Business School, through the MBA, MPA and specialized graduate programs, offers opportunities for personal growth, professional development and advancement by providing students with the interpersonal and functional managerial and administrative skills they need to succeed in our increasingly complex, diverse, and changing environment.

The Sawyer Business School offers the following graduate degree programs:

- MBA
- Global MBA
- MBA Online
- Executive MBA
- MBA/Health
- MBA/Nonprofit
- Accelerated MBA for Attorneys
- Accelerated MBA for CPAs
- Accelerated MBA for Music Management Graduates of Berklee College
- MSA (Master of Science in Accounting)
- MSF (Master of Science in Finance)
- MSFSB (Master of Science in Financial Services and Banking)
- Accelerated MSF for Attorneys
- MHA (Master of Health Administration)
- MBA and GDPA
- MPA (Master of Public Administration)
- Executive MPA
- MST (Master of Science in Taxation)

Locations

The Suffolk MPA degree is offered on Suffolk’s main Boston campus and at Cape Cod Community College, West Barnstable, Massachusetts. The Suffolk MBA is offered in Boston and at Merrimack College, North Andover, Massachusetts, and fully online.

The Business School offers several joint degrees:

- MBA/MSA
- MBA/MSF
- MBA/MST
- MPA/MS in Mental Health Counseling
- MPA/MS in Crime and Justice Studies
- MPA/MS in Political Science

The Business School also offers the following joint degree programs with Suffolk University Law School:
• JD/MBA
• JD/MSF
• JD/MPA

Certificate/Diploma Programs:
• Advanced Certificate in Taxation
• Advanced Professional Certificate
• Certificate of Advanced Study in Public Administration
• Certificate Program of Advanced Study in Finance
• Graduate Diploma in Professional Accounting

Advising
The specific program directors and the academic departments provide academic advising to both full-time and part-time students. Business School academic administrators, department chairs, and faculty all schedule some office hours during the day and evening to assist students with their program of study and course registration.

Office Location
73 Tremont Street, 12th Floor

Office Hours
Graduate Programs Office
Fall and Spring Semesters
Monday through Thursday 8:45 am – 7:15 pm
Friday 8:45 am – 4:45 pm

Summer Sessions
Monday and Tuesday 8:15 am – 7:15 pm
Wednesday, Thursday and Friday 8:15 am – 4:45 pm

Office hours for Business School faculty are posted on individual faculty office doors, or by contacting the departments listed below:

Accounting
617– 573– 8652

Business Law
617– 994– 4217

Information Systems
617– 573– 8331

Finance
617– 573– 8396

Management
Marketing  
617– 573– 8651

Strategy and International Business  
617– 305– 1934

Organizational Behavior and Entrepreneurship  
617– 573– 8336

Public Management  
617– 573– 8330

Graduate Programs  
617– 573– 8306

MBA Programs  
617–573–8306

Global MBA  
617– 573– 8306

Executive MBA  
617– 573– 8660

Healthcare Administration  
617– 305– 1709

MBA Online  
617– 573– 8334

MS in Accounting Programs  
617– 573– 8740

MS in Finance Programs  
617– 573– 8641

MS in Taxation Programs  
617– 573– 8361

Public Management Graduate Programs  
617– 573– 8024

Suffolk Graduate Programs at Cape Cod Community College  
508– 375– 4083

Suffolk Graduate Programs at Merrimack College  
978– 837– 5143

Admission Requirements

Admission Requirements*
Required credentials for admission include:

- a completed application form;
- the appropriate non-refundable application fee ($50);
- a current resume;
- two recommendation letters;
- official transcripts of all prior academic work (the Sawyer Business School requires proof of completion of the undergraduate degree);
- professional goals statement;
- official score reports:

**GMAT** (Graduate Management Admissions Test) for all Sawyer Business School Programs except the following: MPA; Accelerated MBA for Attorney with documentation of LSAT; Accelerated MBA for CPAs with documentation of the CPA and minimum 2.7 GPA or documentation of CPA and minimum of 10 years experience in accounting; Executive MBA, except under certain circumstances. The JD/MBA requires the LSAT only. The JD/MSF requires the GMAT and LSAT.

The **LSAT** (Law School Admission Test) is required for all joint degree programs with Suffolk University Law School.

Courses in business administration or public management are not required for admission to the Business School. For both full-time and part-time master’s programs, candidates must demonstrate evidence of academic and management potential. In addition to the GMAT, prior academic performance and work experience are evaluated in the admission process. The MBA requires a minimum 1 year full time work experience or the equivalent.

*See the Global MBA section of this catalog for admissions requirements.

**International Applicants**

Suffolk University welcomes qualified international students to its full-time graduate programs. In addition to the requirements outlined above, the candidate must submit:

- an explanation of the grading system if the candidate’s undergraduate education was not received in an American institution,
- official TOEFL/IELTS test score; if English is not the candidate’s native language, this requirement is waived for permanent residents of the United States and those candidates possessing a baccalaureate degree from a U.S. college or university;
- a statement of Financial Resources certifying that sufficient funds exist to cover the candidate’s academic and living expenses.

**Waiver/Transfer Policy**

Students admitted to the Business School may waive core courses and transfer up to two electives based on specific program criteria and residency requirements, as detailed in each of the following programs. In the MBA Program up to two electives may be transferred from an AACSB International MBA Program with a grade of B or better. (Not applicable to Global MBA.)

**Deadlines and Notification**

Excluding the Executive MBA, MSF, and MSFSB programs, all graduate programs admit students to the Fall, Spring, and Summer semesters of the academic calendar. The Executive MBA and Executive MPA admit students in fall only. The MSF and MSFS programs admit in fall and spring only. The Global MBA admits full-time students in fall and spring only; and admits part-time
students in fall, spring and summer

Preferred Deadlines for full-time and part-time admission:

Fall Semester/Quarter:
March 15 (if applying for financial aid)

Pending funding, fellowship applicants reviewed through May 1

June 15

August 15
(Executive Programs only)

Spring Semester/Quarter:

November 1

December 1
(Executive Programs only)

Summer Sessions:

April 1

Applications submitted after these dates will be considered on a space-available basis only.

The Graduate Admissions Committee relies on a variety of factors to determine a candidate’s potential for success in graduate school. Entry-level, mid-career, and career-change applicants are regarded as viable candidates.

The Graduate Admission Committee evaluates each application as they become complete and makes an effort to notify candidates of their admission decision within four weeks.

Admitted students, wishing to enroll in a graduate program at Suffolk University, remit a $100 ($200 for Ph.D. and Executive Programs) non-refundable deposit, to reserve a place in the entering class. The non-refundable deposit is credited to the tuition bill at the time of registration.

Non-Degree Graduate Student Status
Available only to prospective MBA and Global MBA candidates, the Business School offers the Management Advancement Professional Studies option (MAPS) that allows experienced, academically qualified individuals to take two MBA core courses (6 credits) prior to taking the GMAT. Entry criteria to MAPS include a minimum 3 years full-time work experience and 2.8 cumulative GPA. Go to www.suffolk.edu/mbamaps for information and application.

Tuition and Costs
For information regarding tuition and costs for graduate studies, please refer to the section in this catalog entitled Tuition and Fees.
Financial Aid
A variety of financial aid options are available to graduate students. For more information please contact the Financial Aid Office, (617) 573–8470. Merit-based fellowships are available for full-time students and academic scholarships for qualified part-time students. All admitted candidates are considered for merit-based fellowships/scholarships.

Academic Standing
Students are expected to earn a 3.0 “B” or better in all courses attempted. Failure to maintain this average can lead to academic dismissal. Refer to the Sawyer Business School Graduate section of this catalog for specific academic standing information.

Grading System

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Grade Point Average</th>
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<tbody>
<tr>
<td><strong>Satisfactory Performance</strong></td>
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</tr>
<tr>
<td>A</td>
<td>4.0</td>
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<tr>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
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<tr>
<td><strong>Unsatisfactory Performance</strong></td>
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<tr>
<td>B-</td>
<td>2.7</td>
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<td>C+</td>
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<td>C</td>
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<tr>
<td>F</td>
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<tr>
<td><strong>Others</strong></td>
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<tr>
<td>I</td>
<td>Incomplete</td>
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<tr>
<td>L</td>
<td>Non–Evaluative Grades</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
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Graduate Warning
A graduate warning is issued:

- if the student’s grade point average falls below a 3.0 (“B”) for the first time or
- a student receives a cumulative total of two “C” grades with a grade point average above 3.0

Subject to Dismissal

- A graduate warning has previously been issued and the student’s cumulative grade point average falls below 3.0 (B),
- An F grade with a GPA of above 3.0

Dismissed
- An F grade with a GPA of below 3.0
- Two F grades
A student may retake one graduate course 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. Only one course with an F grade may be retaken during the student’s graduate program. If a second F is received, the grade will remain on the transcript and be included in the GPA.

“l” (incomplete) indicates failure to complete the course requirements. The “l” grade is given, at the instructor’s discretion, only if the student has completed at least half of the course requirements successfully at the end of the semester and there is a reasonable expectation that all course requirements can be completed in one academic year.

The “l” grade in the Business School converts automatically to an “F” after one calendar year, unless the instructor submits a grade or officially extends the incomplete.

The Sawyer Business School requires an Incomplete Form to be completed by the student and the instructor of the course. Upon completion, the form is returned to the Registrar’s Office.

Time to Complete the Degree

Normally, degree requirements should be completed within five years. A student may request and file an official Leave of Absence. If granted by the Dean of Students’ Office, this time shall not accrue to the 5 year limit.

Course Numbering System

Graduate Level
600–899 Graduate Courses

900–999 Graduate Directed Study Course (faculty permission required)

Re-Admission to Suffolk University

Students re-entering after an absence of one semester or more should request a special re-entry form from the Graduate Admissions Office. Re-entry is on a space available basis.

For further information on any graduate programs offered at Suffolk University, please contact the Graduate Admissions Office, 73 Tremont Street, 5th Floor, Boston, MA 02108–2770, (617) 573–8302. Fax Number (617) 523–0116.

E-Mail: grad.admission@suffolk.edu

Academic Honesty Policy

Cheating on examinations, plagiarism, and/or improper acknowledgment of sources in essays or research papers, and the use of a single essay or paper in more than one course, without the permission of the instructor, constitute unacceptable academic conduct.

It is dishonest to buy, borrow or lend papers or to copy material from computer resources. It is unacceptable to make up or falsify data that are supposed to be collected from survey, experimentation, or other means. Work that you represent as your own should be your own; if not, the source should be properly identified. This applies to lab reports, computer projects and group projects as well as to individual assignments. Each instructor should fully explain the requirements of the course and the applicable policies regarding academic dishonesty. Because
Suffolk University holds its students strictly accountable for their adherence to the highest standards of academic honesty, it is expected that graduate students know what does and does not constitute acceptable behavior.

Instructors who suspect academic dishonesty should report incidents to the Office of Student Affairs. Reports will be addressed through the Student Discipline System. An undergraduate student who has been found to have violated this policy is subject to an automatic grade of “F” in the course and to suspension, enforced withdrawal, or dismissal from the University or appropriate lesser penalties if warranted by the circumstances. Graduate faculty within the department may also be involved in the review of alleged academic dishonesty.

Special Programs

The MBA Internship
The MBA Internship program allows you to earn three academic credits by spending eight or more hours per week helping to solve actual business problems or issues facing public and not-for-profit organizations. Internships are an optional component of the MBA degree. The objective of the internship experience is to simulate an initial assignment for a newly hired MBA and to give participants the opportunity to apply classroom knowledge in a “real-world” business environment. Recent internship assignments have ranged from a competitive analysis of the market for a cardiac ultrasound machine for Hewlett Packard to a strategic analysis and plan for mergers and acquisitions in the telecommunications industry. See section on Global MBA for information on the required Global MBA internship requirement

Co-ops
Co-ops are paid, short-term positions for graduate students. They are available through the Office of Career Services, 20 Beacon Street.

Global Travel Seminars
The MBA and MPA programs offer both full-time and part-time students short overseas seminars (one to two weeks) as three credit electives. These seminars require pre- and post-travel meetings in Boston, are often hosted by one of our foreign university partners, and involve extensive visits to companies, government agencies, and other organizations in the host country. Among past seminars are programs offered in Ireland, France, the Czech Republic, Argentina, England, China, Turkey, India, Viet Nam and Germany among others. Suffolk Global MBA students are required to participate in a one-week international orientation, a one-to-two week overseas seminar, and a three-month professional internship in a country outside their home country.

Academic Honors
Each year the University recognizes students for outstanding scholarship, leadership and service to the Suffolk community. The following awards are granted at the end of each academic year.

Beta Gamma Sigma
The Beta Gamma Sigma National Honor Society honors the top business and management undergraduate and graduate students. The purpose of Beta Gamma Sigma is to encourage and reward scholarship, to promote the advancement of high quality education in business and, to foster integrity in the conduct of business operations. These objectives are achieved through awards, recognition of outstanding institutions, seminars and publications. To be eligible for membership, a student must rank in the upper 20 percent of the master’s class. Students are elected to membership and publicly recognized during the spring semester.
Financial Management Association National Honor Society
The Financial Management Association National Honor Society rewards scholarship and achievement by undergraduate and graduate students majoring in Finance. To be eligible for membership, a graduate student must have completed one-half of their program and hold a 3.6 or better overall cumulative average, and specialize in the financial area. Selection is made during the first month of the fall and spring semesters.

Pi Alpha Alpha
Pi Alpha Alpha is a national honor society formed to recognize and promote excellence in the study and practice of public affairs 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:

1. Be enrolled in MPA, MHA, or any other joint MPA program;
2. Complete at least 27 credit hours (18 credit hours in the 10-course MHA);
3. Remove all incompletes (except internship or practicum);
4. Have a cumulative GPA in the top 20% of those students meeting requirements one and two.

Graduate Programs in Business Administration
The Suffolk MBA is Career Focused from Day One. Suffolk University offers a variety of MBA degree programs – select the one that fits your career goals. All programs are offered full- and part-time.

- MBA
- Global MBA
- Executive MBA
- MBA Online
- MBA/MS in Accounting joint degree
- MBA/Master of Science in Finance joint degree
- MBA/Master of Science in Taxation joint degree
- JD/MBA joint degree
- Accelerated MBA for Attorneys
- Accelerated MBA for Music Management Graduates of Berklee College
- Accelerated MBA for CPAs

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 a “Saturday only” executive format; an online format; as a joint degree (JD/MBA) with the Suffolk University Law School, as well as the MBA/MST, MBA/MSA, and MBA/MSF joint degrees. The Suffolk MBA is also offered at Merrimack College in North Andover and fully online.

Based upon a strong integrative core, the MBA program provides a pragmatic and theoretical framework within its curriculum. Additional breadth and depth is provided through 10 concentrations and over 100 advanced elective courses in selected functional areas of management. Students explore areas of special interest by selecting from a broad range of elective course offerings, through co-ops, internships, and directed individual study opportunities.
The MBA Degree consists of 10 to 18 courses (31 to 55 credits). A student with strong prior academic preparation in business or management typically completes the MBA program in 10 to 14 courses, depending on waiver review. A student without prior academic preparation in business or management enrolls in all MBA core courses and completes the degree with a maximum of 18 courses.

Degree Requirements

Advising
The Graduate Programs Office and the Academic Departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals and concerns with the Assistant Dean of Graduate Programs; the Assistant Director of MBA Programs, who serves as the primary MBA Advisor; or Sawyer Business School department chairs and faculty.

The Assistant Director of MBA Programs assists all prospective, current, returning MBA students, and MAPS students with their programs of study. The Office of the Dean and the Graduate Studies Office maintain day and evening hours during the semester to handle immediate student concerns.

Degree Requirements
The faculty will recommend to the President and Trustees of Suffolk University the degree of Master of Business Administration upon satisfactory completion of the following conditions:

- all graduate courses are satisfactorily completed, and
- an overall average of 3.0 (“B”) or better is achieved for the entire graduate program.
- all Incompletes have been removed from the transcript.

Degree requirements must be completed within five years after the start of graduate work.

MBA Requirement (31 credits)
Students are normally required to complete a minimum of 31 semester hours at the Sawyer Business School for the 55 credit hour curriculum effective fall 2003. For those students on the prior 52 credit hour MBA Program, a minimum of 34 credits must be completed in the Sawyer Business School.

Online Course Option
Part-time MBAs have the option of taking 5 courses (15 credits) in the MBA Online program. Full-time MBAs have the option of taking 2 courses (6 credits) in the MBA Online program. MBA campus students may not take MBA 600, MBA 780 or MBA 800 online.

MBA EDGE Program
Suffolk’s MBA EDGE program is a series of professional development workshops led by executive coaches and corporate consultants, designed to provide you with a competitive advantage in today’s business environment. Whether seeking a new job or promotion or transitioning into a different functional area or industry, you will need certain critical skills to move ahead. Develop these skills at MBA EDGE events working with corporate coaches in sessions including the Art of
Networking, a Power Lunch with Business Etiquette, the Art of Positive Interviewing, Corporate Communications Day, a VIP Executive Search Firm Round Table, and the Dean's MBA Networking Reception. MBA EDGE events take place throughout the year and are open to all MBA students, across all campuses.

**MBA Curriculum**

Full-time: 10 to 16 months  
Part-time: 16 to 28 months  
Total Credits: 31 to 55  
Total 3-Credit Equivalent Courses: 10 to 18

**Required Introductory Business Simulation (1 Credit)**

MBA 600  Effective Career Planning

**MBA Core Courses* (24 Credits)**

MBA 610  Organizational Behavior  
MBA 622  Operations and Data Analysis  
MBA 630  Economic Analysis for Managers  
MBA 640  Corporate Financial Reporting and Control  
MBA 650  Value-Based Financial Management (prerequisites: MBA 622, MBA 630, and MBA 640)  
MBA 660  Marketing: The Challenge of Managing Value  
MBA 670  Information Systems for Competitive Advantage  
MBA 680  Managing in the Ethical and Legal Environment

* May be waived.

**Global Requirement (3 Credits)**

MBA 780  Managing in the Global Environment (prerequisites: MBA 600 and all core courses except MBA 670 and 680)

**MBA Electives (24 Credits/8 Courses)**

Must be chosen from courses numbered 800 and above. One must be in the international business area. Electives may not be waived.

**Required MBA Capstone 3 Credits**

MBA 800  Strategic Management (prerequisites: MBA 600, MBA 780 and all core courses. MBA 800 should be taken at the end of the program of study.)

**Waiver Policy**
Core courses may be waived. Required MBA Courses (MBA 600, MBA 780 and MBA 800) cannot be waived.

To waive a **Core Course** a student must:

- successfully complete equivalent academic coursework at the undergraduate/graduate level in the past five years (“B” or better).

All waiver requests are evaluated upon a student’s acceptance into the MBA Program and are waived during the student’s first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be taken in the first semester. All MBA students must, however, complete a minimum of 31 credits (10 courses and MBA 600) in the Sawyer Business School.

**Transfer Credit**

Transfer credit is granted for elective courses if:

- the graduate level course(s) is (are) completed at an AACSB International accredited college or university and
- the course(s) was (were) taken within the last five years; with a grade of “B” or better; and if
- the course(s) is (are) not used towards another degree.

Two electives (6 credits) can be transferred if completed at an AACSB International accredited college or university with the prior approval of the Assistant Dean of Graduate Programs.

**Academic Standing**

A grade point average of 3.0 (“B”) or better is required to complete a graduate degree. Students are expected to earn a 3.0 in all courses attempted. It is the student’s responsibility to monitor his/her academic progress. Formal guidelines for academic performance in graduate courses are as follows:

**Graduate Warning**

A graduate warning is issued:

- if the student’s grade point average falls below a 3.0 (“B”) for the first time or
- a student receives a cumulative total of two “C” grades with a grade point average above 3.0

**Subject to Dismissal**

- A graduate warning has previously been issued and the student’s cumulative grade point average falls below 3.0 (“B”),
- An “F” grade with a GPA of above 3.0

**Dismissed**

- An “F” grade with a GPA of below 3.0
- Two “F” grades

Students can appeal to the Dean of Academic Affairs for readmission based on special considerations following the procedures outlined in the Academic Standing section of this catalog.
**Course Retake Option**
A student may retake one graduate course 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. Only one course with an “F” grade may be retaken during the student’s graduate program. If a second “F” is received, the grade will remain on the transcript and be included in the GPA.

**Incompletes** can be given with permission of the instructor and automatically convert to an “F” grade after one year, unless the instructor submits a grade.

The Sawyer Business School requires an Incomplete Form to be completed by the student and the instructor of the course. Upon completion, the Form is returned to the Registrar’s Office.

**Reentry to the MBA Program**
Students who left the program in good academic standing and choose to return to the MBA program after an absence of a year or more, do not require a new application for admission rather they must complete a re–entry form. Individuals absent for five or more years must meet with the Assistant Dean of Graduate Programs prior to completing a re–entry form.

Previous MBA coursework and waivers are reviewed for currency and content to determine if credits earned previously are retained upon reentry. To reenter the MBA Program contact the Office of Graduate Admission.

**Waivers Accelerate the MBA for Previous Business Undergraduate Majors**
Assuming strong undergraduate preparation in business, the waiver policy allows a student to complete the MBA Program in as few as 10 courses (31 credits) in 10 months full–time or 16 months part–time study. Excluding the MBA Required Courses (MBA 800, Strategic Management and MBA 780, Managing in the Global Environment and MBA 600, Effective Career Planning) a student can waive Core Courses under the criteria discussed under Waiver Policy.

**Accelerated MBA Program for Attorneys**
The Accelerated MBA Program for Attorneys is open to graduates of ABA–approved law schools and offered at all MBA sites and fully online. Students in their final year of law school (third year day students/fourth year evening students) can apply for provisional acceptance into this program, however, acceptance is conditional upon satisfactory completion of the Juris Doctor (JD) or equivalent degree. The GMAT exam is waived with documentation of the LSAT. The Accelerated MBA for Attorneys consists of 10 to 13 courses (31 to 40 credits), depending upon waiver eligibility.

Attorneys, based on previous law school coursework, shorten the 18–course MBA program by five courses. Sawyer Business School coursework is completed on either a full– or part–time basis, on campus or online. Students who have completed prior undergraduate or graduate level business school coursework may also be eligible to substitute additional MBA electives for required core courses.

A student in the Accelerated MBA Program for Attorneys is presumed to have a concentration in Business Law; therefore, no more than six credits may be taken in any one functional area. Exception: students may enroll in BUS 830 Managing in the International Legal Environment as an elective.

Ten (10) MBA courses and MBA 600 (or 31 credits) must be completed at the Sawyer Business School.
**Accelerated MBA Program for Music Management Graduates of Berklee**
The Sawyer Business School at Suffolk University offers an Accelerated MBA Program for Music Management graduates of the Berklee College of Music. Students who have appropriate credentials could feasibly waive 12 credits of core courses with their Berklee courses thereby shortening their MBA program by one semester.

**Accelerated MBA for CPAs**
The Sawyer Business School has created a strategic alliance with the Massachusetts Society of Certified Public Accountants by establishing the Accelerated MBA for CPAs. Accelerated and tailored to MSCPA members, you can complete this 10- to 15-course MBA in 10 to 16 months full-time and 16 to 24 months part-time. The program includes seven or eight electives, depending on CPEs. The GMAT entry exam is waived with documentation of the CPA and a minimum 2.7 undergraduate GPA or documentation of the CPA and 10 years experience in the field.

MSCPA members may receive credit for one three-credit MBA elective through documentation of 70 hours of appropriate CPEs. The program is offered at the Boston campus, at Merrimack College in North Andover, and in the MBA Online. CPAs will enhance their management skills with an MBA, and also through classroom interactions with fellow students from diverse business sectors and organizations.

**Admission Requirements**

**Admissions**
Requirements for admissions into the MBA are specified on the preceding pages.

**Enrollment Option Prior to GMAT**
On a limited, selective basis, individuals with strong undergraduate academic performance (GPA of 2.8 or higher) and at least three years full-time work experience have the opportunity to enroll in two MBA core courses (6 credits) before formally applying for admission. The Management Advancement Professional Studies (MAPS) Program application requires submission of a letter of recommendation, resumé, and undergraduate transcript(s). These two courses are then applied toward the MBA degree if the applicant subsequently including the GMAT meets all admission requirements for the Suffolk MBA Program.

**Concentrations**
Four electives in one functional area comprise a concentration. You may choose to concentrate in one of the following: accounting, business law, entrepreneurship, finance, health administration, international business, marketing, nonprofit, organizational behavior, strategic management, taxation; or the corporate financial executive track. Only one concentration is allowed. To ensure breadth in management skills, a maximum of two electives in any area outside the concentration are permitted. A maximum of 6 credits total between HLTH and PAD are allowed in the MBA. Within an international business concentration, a maximum of 6 credits in MKIB are allowed and a maximum of 6 credits in FNIB are allowed.

**Joint Degree Program**

**Joint Degree Programs**

**MBA/MSA Joint Degree Program**
The MBA/MSA consists of 13 to 23 courses, depending upon course waivers. The MBA/MSA can be
completed with five additional courses beyond the MBA. Two master’s degrees will be awarded when all degree requirements for both programs are fulfilled.

The MBA/MSA is for those students seeking to develop a general management perspective and a deep expertise in the preparation, presentation and interpretation of accounting information and applying methods of accounting and financial analysis to management problems. Beyond technical knowledge, the joint program establishes a framework for career-long development. The curriculum stresses strategic thinking, including knowledge of strategic analysis and the assessment and management of risk, and the application of accounting and financial analysis in strategy and organizational process. Graduates of the joint program are expected to become professionally qualified with either the CPA or the CMA.

Interested students should contact the Associate Director of Graduate Accounting Programs.

**Waivers and Transfer Credits**

MBA Core Courses may be waived according to the existing rules of the MBA Program. MSA Core Courses may be waived, and transfer credit granted, according to the existing rules of the MSA Program.

**Admission**

Admission requirements are listed in the Graduate Programs section of this catalog.

**Advising**

Students will see the Associate Director of Graduate Programs in Accounting.

**Requirements to Graduate**

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MBA/MSA degree.

**MBA/MSA Curriculum**

The MBA/MSA consists of 40–70 credits.

**MBA Required Introductory Course (1 Credit)**

MBA 600 Effective Career Planning

**MBA Core Courses* (24 Credits)**

MBA 610 Organizational Behavior

MBA 622 Operations and Data Analysis

MBA 630 Economic Analysis for Managers

MBA 640 Corporate Financial Reporting and Control

MBA 650 Value-Based Financial Management

MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical & Legal Environment
* May be waived.

Global Requirement (3 Credits)
MBA 780 Managing in the Global Environment (prerequisites: all MBA core courses)

MSA Prep Courses* (6 Credits)
ACCT 801 Graduate Financial Accounting I
ACCT 804 Cost Information, Decision and Control
* May be waived.

MSA Required Courses** (18 Credits)
ACCT 802 Graduate Financial Accounting II
ACCT 824 Corporate Financial Reporting and Analysis
ACCT 825 Corporate Financial Planning and Control
ACCT 861 Leadership in the Financial Professions
ACCT 865 Technology and Financial Information Systems
ACIB 872 Multinational Financial Analysis and Control
**These courses may be waived and another elective substituted at the discretion of the MSA Associate Director.

Electives (15 Credits)
Elective courses must be chosen at the 800-level or higher. Choices of electives are recommended. See MSA section for details. Nine of the 15 credits cannot be ACCT.

Required MBA Capstone (3 Credits)
MBA 800 Strategic Management

MBA/MST Joint Degree Program
The MBA/MST joint program requires 14 to 25 courses, depending on course waivers. The MBA/MST can be completed with seven additional courses beyond the MBA. Two master’s degrees will be awarded when all degree requirements for both programs are fulfilled.

The MBA/MST allows students to develop a deep expertise in taxation and a sound grasp of general management. The joint program prepares students for high level careers in tax consulting and advising, most particularly in a corporate or trust context. Students who possess a CPA, or
who are preparing to become professionally qualified, are likely to find this an especially attractive option. Interested students should contact Professor James Angelini about the MBA/MST.

**Waivers and Transfer Credits**

MBA Core Courses may be waived according to the existing rules of the MBA Program. MST Core Courses may be waived, and transfer credit granted for required courses, according to the existing rules of the MST Program.

**Admission**

Admission requirements are listed in the Graduate Programs section of this catalog.

**Advising**

Students will see the Director of Graduate Programs in Taxation.

**Requirements to Graduate**

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MBA/MST degree.

**MBA/MST Curriculum**

The MBA/MST consists of 43–76 credits.

**MBA Required Introductory Course (1 Credit)**

MBA 600 Effective Career Planning

**MBA Core Courses* (24 Credits)**

MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

**Global Requirement (3 Credits)**

MBA 780 Managing in the Global Environment (prerequisites: all MBA core courses)
Accounting Core Courses* (9 Credits)
ACCT 801 Graduate Financial Accounting I
ACCT 802 Graduate Financial Accounting II
ACCT 803 Graduate Financial Accounting III
* May be waived.

MST Required Courses** (1 Credits)
TAX 801 Issues in Federal Taxation I
TAX 861 Tax Research
TAX 862 Taxation of Corporations
TAX 863 Taxation of Pass-Through Entities
TAX 864 Tax Practice and Procedure
TAX 871 Taxation of Estates, Trusts and Gifts
TAX 876 Tax Policy
**These courses may be waived and another elective substituted.

MBA Electives (15 Credits)
Elective courses must be chosen at the 800-level or higher. Maximum 1 additional tax course. One course must be international. Maximum 2 electives in an area other than tax. Choices of electives are recommended. See MST section for details.

Required MBA Capstone (3 Credits)
MBA 800 Strategic Management

MBA/MSF Joint Degree Program
The MBA/MSF program provides students with a broad-based managerial education and specialized expertise in the field of finance. The MBA/MSF degree can be completed with seven additional courses beyond the MBA degree. Because of current INS regulations, this program is available only to U.S. citizens and permanent residents. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

Interested students should contact the Assistant Dean and Director of MBA Programs about the MBA degree and the Associate Director of the MS in Finance and Accounting Programs about the MSF degree.

Waivers and Transfer Credits
MBA Core Courses may be waived according to the existing rules of the MBA Program. MSF Core Courses may be waived, and transfer credit granted for required courses, according to the
existing rules of the MSF Program.

Admission

Admission requirements are listed in the Graduate Programs section of this catalog.

Advising

Students will see the Assistant Director of MBA Programs for MBA advising and the Associate Director, MS in Finance Programs, for MSF advising.

Requirements to Graduate

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MBA/MSF degree.

MBA/MSF Curriculum

The MBA/MSF consists of 52–76 credits (17–25 courses).

MBA Required Introductory Course (1 Credit)

MBA 600 Effective Career Planning

MBA Core Courses* (24 Credits)

MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

Global Requirement (3 Credits)

MBA 780 Managing in the Global Environment

MSF Required Courses (21 Credits/7 Courses)

MSF 800 Financial Statement Analysis
MSF 808 General Theory in Corporate Finance
MSF 810 Investment Analysis
MSF 812  Capital Budgeting
MSF 814  Options and Futures
MSF 818  Econometrics
MSF 820  Financial Policy

**Electives (24 Credits)**

6 MBA electives (1 must be in the international business area)

2 MSF electives

**Required MBA Capstone (3 Credits)**

MBA 800 Strategic Management

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**Combined MBA and GDPA Program**

The Combined MBA and Graduate Diploma in Accounting (GDPA) Program allows students to develop a foundation in accounting, preparing themselves for positions of leadership in public accounting, or financial management positions in industry, commerce, not-for-profit and governmental organizations.

An MBA student may choose at any time before graduating to enter the Combined MBA and GDPA Program. However, it is best to add the GDPA to the MBA before the student begins his/her electives. Students will be awarded the GDPA when degree requirements have been met for both the MBA and GDPA.

Students choosing this combined program complete the MBA, and an additional two courses to earn the GDPA, if the prescribed electives are taken. The program is designed especially for students considering the CPA or the CMA professional qualification.

**Waivers and Transfer Credits**

MBA Core Courses may be waived according to the existing rules of the MBA Program.

**Admission**

Admission requirements are listed in the Graduate Programs section of this Catalog.

**Advising**

Students on joining the joint program will see the Director of Graduate Programs in Accounting.

**Requirements to Graduate**

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MBA/GDPA degree.

**Combined MBA and GDPA Curriculum**
The MBA/GDPA consists of 37–61 credits.

**MBA Required Introductory Course (1 Credit)**

MBA 600 Effective Career Planning

**MBA Core Courses* (24 Credits)**

MBA 610 Organizational Behavior
MBA 622 Operataions and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value–Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

**Global Requirement (3 Credits)**

MBA 780 Managing in the Global Environment (prerequisites: all MBA core courses)

**GDPA Related Courses (21 Credits)**

ACCT 801 Graduate Financial Accounting I
ACCT 802 Graduate Financial Accounting II
ACCT 804 Cost Information, Decision and Control
ACCT 865 Technology and Financial Information Systems
ACIB 872 Multinational Financial Analysis and Control
BLLS 800 Business Law
TAX 801 Issues in Federal Taxation I

*These courses may be waived and another elective substituted.*

**MBA Elective (3 Credits)**

Elective courses must be chosen at the 800-level or higher. Can be TAX, but not ACCT.

**GDPA Electives (6 Credits)**

Two accounting courses numbered 800 or above.
* One elective must be in International Business area (i.e., ACIB 872 fulfills this requirement).

JD/MBA

For information on the joint JD/MBA degree turn to the Joint Degrees section at the end of the catalog.

MBA/Health Degree

The healthcare industry is vast, with expansion in such areas as healthcare delivery, pharmaceuticals, biotechnology and medical devices. The MBA/Health degree prepares leaders and managers on the business aspects of healthcare, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry.

MBA/Health Curriculum

31–55 credits (10–18 courses)

MBA Required Introductory Course (1 Credit)

MBA 600 Effective Career Planning

MBA Core Courses* (24 Credits)

MBA 610 Organizational Behavior
MBA 622 Operational Analysis and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

Global Requirement (3 Credits)

MBA 780 Managing in the Global Environment (prerequisites: all MBA core courses)

Health Core Courses (15 Credits/7 Courses)

HLTH 701 Health Systems I
HLTH 702 Health Systems II
HLTH 826 Healthcare Financial Management (1.5 credits)
HLTH 831 Performance Improvement and Patient Safety (1.5 credits)

HLTH 840 Global Health Needs and Organizations (1.5 credits)

HLTH 841 Global Health Policy (1.5 credits)

PAD 716 Public Service Human Resource Management

Health Electives (6 Credits/2 Courses)

MBA Elective (3 Credits/1 Course)

Required Capstone (3 Credits)

HLTH 890 Healthcare Strategic Management OR

MBA 800 Strategic Management

One elective (3 credits) must be in the International Business area. HLTH 840 and HLTH 841 fulfill this requirement.

MBA/Corporate Financial Executive Track

31–55 credits (10–18 courses)

MBA Required Introductory Course (1 Credit)

MBA 600 Effective Career Planning

MBA Core Courses* (24 Credits)

MBA 610 Organizational Behavior

MBA 622 Operations and Data Analysis

MBA 630 Economic Analysis for Managers

MBA 640 Corporate Financial Reporting and Control

MBA 650 Value-Based Financial Management

MBA 660 Marketing: The Challenge of Managing Value

MBA 670 Information Systems for Competitive Advantage

MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

Global Requirement (3 Credits)

MBA 780 Managing in the Global Environment (prerequisites: all MBA core courses)

Accounting Emphasis Required Courses (6 Credits)
FNIB 825 Multinational Financial Management

ISOM 815 Database Management

**OR**

**Finance Emphasis Required Courses (6 Credits)**

ACIB 872 Multinational Financial Analysis and Control

ISOM 815 Database Management

**Electives (18 Credits)**

For Accounting emphasis, choose four: For Finance emphasis, choose two:

ACCT 804 Cost, Information, Decision and Control

ACCT 810 Tax Aspects of Business Decisions

ACCT 824 Corporate Financial Reporting and Analysis

ACCT 825 Corporate Financial Planning and Control

ACCT 865 Technology and Financial Information Systems

ACIB 872 Multinational Financial Analysis and Control

For Accounting emphasis, choose two: For Finance emphasis, choose four:

FIN 805 Capital Management

FIN 812 Capital Budgeting

FIN 814 Options and Futures

FIN 820 Financial Policy

FIN 880 Investment Banking

FNIB 825 Multinational Financial Management

**Required MBA Capstone (3 Credits)**

MBA 800 Strategic Management

**MBA/Nonprofit**

31–55 credits (10–18 courses)

**MBA Required Introductory Course (1 Credit)**

MBA 600 Effective Career Planning
MBA Core Courses* (24 Credits)
MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment
* May be waived.

Global Requirement (3 Credits)
MBA 780 Managing in the Global Environment

Nonprofit Required Courses (12 Credits)
Choose four of the following:
ACCT 871 Not-for-Profit Accounting & Control
PAD 815 Nonprofit Organizations in the Community
PAD 835 Nonprofit Marketing
PAD 839 Leadership and Decision-Making
PAD 845 The Entrepreneurial Nonprofit
PAD 847 Nonprofit Financial Management OR
PAD 849 Revenue Strategies for Nonprofits

Electives* (9 Credits)
Choose three of the following courses:
FIN 810 Investment Analysis
FIN 831 Portfolio Management
HLTH 701 Health Systems I
HLTH 826 Healthcare Financial Management (1.5 credits)
ISOM 810 Management of Information Technologies
ISOM 824 E-Commerce Web Design
MGOB 825 Human Resource Management
MGOB 860 Leadership and Team Building
MGSM 833 Corporate Innovation
MKT 814 Strategic Marketing
PAD 716 Public Service Human Resource Management OR
PAD 818 Public Sector Labor/Management Relations
PAD 819 Grants-in-Aid and Grants Management
PAD 821 Human Services Integration
PAD 822 Management Information Systems (MIS)
PAD 830 Public Liaison Strategies
PAD 839 Leadership and Decision Making
PAD 840 Comparative Public Policy
PAD 848 Nonprofit Law and Ethics
PAD 850/ BLLS 870 Alternative Dispute Resolution

International Elective* (3 Credits)

One elective must be in the international business area. Contact the MBA Programs Office for a list of acceptable courses.

* One course (3 credits) of the total four courses (12 credits) of electives must be non-PAD and non-HLTH.

Required MBA Capstone (3 Credits)

MBA 800 Strategic Management OR
PAD 890 Strategic Management

Advanced Professional Certificate in Business Administration (APC) Program
The Advanced Professional Certificate (APC) in business administration is a pragmatic non-degree program designed for those professionals possessing an MBA who wish to contemporize or broaden their knowledge of modern business practices, and to assist them in developing a competitive edge in the rapidly changing economic, social and political environment.

The Advanced Professional Certificate program consists of five (5) 3-credit hour MBA elective courses. Students design their program specifically to satisfy their needs and objectives, with faculty approval and consultation if needed. The APC program may focus on a particular functional
area, or may draw from several areas.

Courses for the APC program are offered mainly during the evening from 4:30– 7:10 p.m. and 7:15– 9:55 p.m., Monday through Thursday, and on Saturday afternoons from 1:15– 5:00 p.m.

All courses will not be offered each semester. For the most up-to-date listing of courses being offered during any given semester, please refer to the course schedules available in the Sawyer Business School, Dean's Office, 73 Tremont Street, Boston, or at www.suffolk.edu/mba under Program Calendar, or at www.suffolk.edu/mbaonline under Program Calendar.

For information regarding application of admission to the APC Program, contact the Office of Graduate Admission, 73 Tremont Street, 12th Floor, Boston, MA 02108–2770, (617) 573–8302.

MBA Online

**MBA Online – a Fully Online Degree; or a Flexible Option for Campus MBAs**

The MBA Online is an interactive, rigorous and challenging program which prepares students for the rapidly changing global marketplace and the highly specialized challenges the global manager will face in the 21st century.

The Suffolk MBA Online also opens the doors to international students who are interested in earning an MBA from an accredited American educational institution but for whatever reason, are either unable to come to the USA or can only come to the USA for a short amount of time.

Students in the Suffolk MBA Online Program earn the same AACSB accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses. Those completing their entire degree online receive the same diploma as those completing the degree on campus.

Campus students have the option of taking some of their courses online. Fully online students have the option of taking some of their courses on campus in either Boston, or North Andover.

The MBA Online curriculum is the same as the Suffolk MBA on campus. It consists of 10–18 courses, including 8 electives; 31 to 55 credits. Fully Online students may complete a concentration in Accounting, Entrepreneurship, Finance, Information Systems, or Marketing. A concentration is not required.

MBA Online courses are available to all Suffolk University MBA campus students when necessary to accelerate their program and avoid disruption due to life or career change.

Campus international students on an F–1 Visa must seek permission for an online course from the Center for International Education. However, campus students may NOT take MBA 600, MBA 780 or MBA 800 online.

**Method of Instruction**

MBA Online instruction consists of the latest multimedia and Internet technologies. Faculty and students interact via email, chat rooms, threaded (on-going) discussions, and audio media. Students require access to the Internet, Suffolk email and a moderate level of experience in working on the World Wide Web to participate in online courses. A moderate level of experience
working with Microsoft Word, Excel, and PowerPoint programs is necessary to participate in this program.

**Technology Requirements**

As a minimum configuration, we recommend the following lists of requirements to insure optimal learning in the Suffolk MBA Online.

A personal computer with the Windows operating system (the program does not provide support for Apple Macintosh computers)

Windows 2000, or XP operating system. (While a student may be able to run the software on older operating systems, the support will either be limited or non-existent. We recommend upgrading to the latest operating system for taking classes online.)

256 MB Ram MINIMUM. We recommend 512 MB Ram or higher

Microsoft Office Suite 2000, XP or 2003

The computer should be equipped with a soundcard and speakers

A good quality microphone for web conferencing. (HorizonWimba web conferencing software is used in many classes within the Suffolk MBA Online program)

Microsoft Internet Explorer browser version 6.0 or latest is required

The free software plug-ins listed below:

- Real 10 Media Player or latest
- Macromedia Flash Player
- Adobe Acrobat Reader
- Java 1.4.1 software

DSL or cable broadband internet access is necessary for the best online learning experience

**Admission**

In addition to the MBA admission requirements indicated on the previous pages, the MBA Online Program may ask for an online interview with the program director. New students are admitted in the fall, spring, and summer semesters.

**Technology Fees**

The MBA Online Program has additional technical fees per course. The fees are $85/one and a half credits; $125/three credits.

**Contact Information:**

For information on the admission process and MBA curriculum, contact Christine Maher, Assistant Director of MBA programs at (617) 573–8306 or visit our web site at: [www.suffolk.edu/mbaonline](http://www.suffolk.edu/mbaonline).
For information on Online Learning methods, online courses, or faculty, contact Ana Perez, Assistant Director, MBA Online Program at aperez@suffolk.edu or visit our website at www.suffolk.edu/mbaonline.

MBA Online Curriculum

31–55 credits (10–18 courses)

Required Introductory Business Simulation (1 Credit)

MBA 600 Effective Career Planning

MBA Core Courses* (24 Credits)

MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management (prerequisites: MBA 620, MBA 630 and MBA 640)
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

* May be waived.

Global Requirement (3 Credits)

MBA 780 Managing in the Global Environment (prerequisites: MBA 600 and all core courses except MBA 670 and MBA 680)

Required MBA Capstone (3 Credits)

MBA 800 Strategic Management (prerequisites: MBA 600, all core courses, and MBA 780; MBA 800 should be taken at the end of the program of study)

MBA Electives (24 Credits/8 Courses)

Must be chosen from courses numbered 800 and above. One must be in the international business area. Electives may not be waived.

Concentration Options

Four electives in one functional area comprise a concentration. Concentration areas include:

• Accounting
Executive MBA

Executive MBA

The Executive MBA program resides in the Institute for Executive Education, which facilitates the delivery of a full range of executive-level education and career development initiatives. The Institute draws its superb faculty from the Suffolk University community and the global business arena, providing a balanced perspective of theoretical and applied knowledge on diverse issues of business and leadership. The flagship of the Institute is the Executive MBA, an intensive and accelerated 18-month Saturday-only degree program.

The Executive MBA features a cohort-driven approach that emphasizes integrative thinking and is designed specifically for mid-career executives and professionals aspiring to leadership roles. Our distinct curriculum allows students to build a reservoir of knowledge based on sound business practice and real-world experience. The Suffolk Executive MBA was the first Executive MBA program established in New England and is the only Saturday-only program in the region. The Saturday-only schedule provides an exciting, fast-track format that allows you to pursue your educational objectives without interrupting your career responsibilities.

*All books and reading materials, as well as breakfast, lunch, and breaks, airfare, hotel costs, and lecture fees for all residential seminars are included in tuition.

Innovation and Design Management Concentration

Successful managers recognize innovation and design’s impact on an organization’s ability to sustain a competitive advantage in the business world. Professionals in fields as diverse as mechanical engineering, textiles, brand management, supply chain management, graphic design, and product development all benefit from developing the business acumen to utilize innovation and design.

EMBA Curriculum*

51 credits

Cluster I

UNDERSTANDING THE MARKETPLACE (14 Credits)

EMBA 600 Management Seminar (2 credits)

EMBA 620 Marketing Analytics/Statistical Methods (1.5 credits)

EMBA 630 Economic Analysis for Managers I (1.5 credits)

EMBA 660 Marketing: The Challenge of Managing Value (3 credits)
EMKT 900 Consumer Behavior and Research OR Marketing course (3 credits)

**Global Travel Seminar**

EMBA 625 Operations Management (1.5 credits)

EMBA 780 Managing in the Global Environment I (1.5 credits)

**Cluster II**

**BUILDING ORGANIZATIONAL SKILLS (12 Credits)**

EMBA 640 Corporate Financial Reporting and Control (3 credits)

EMBA 650 Value-Based Financial Management I (1.5 credits)

EMBA 670 Information Systems for Competitive Advantage (1.5 credits)

EMBA 680 Managing in the Ethical and Legal Environment I (1.5 credits)

**Leadership Seminar**

EMGOB 860 Leadership and Teambuilding Seminar (3 credits)

**Cluster III**

**MANAGING THROUGH PEOPLE (13.5 Credits)**

EMBA 610 Organizational Behavior (3 credits)

EMGIB 900 Global Product Innovation and Development (3 credits)

EMGOB 855 Conflict and Negotiation (3 credits)

**Washington Seminar**

EMBA 630 Economic Analysis for Managers II (1.5 credits)

EMBA 770 Washington Seminar (3 credits)

**Cluster IV**

**THE FIRM AND ITS ENVIRONMENT (11.5 Credits)**

EMBA 650 Value-Based Financial Management II (1.5 credits)

EMBA 680 Managing in the Ethical and Legal Environment II (1.5 credits)

EMBA 780 Managing in the Global Environment II (1.5 credits)

EMBA 800 Strategic Management (3 credits)

**Field Research Project**

EMBA 900 Program Experiential (4 credits)
Residential Seminar

The Executive MBA features four required residential seminars designed to promote an educational experience focused on integrated thinking and global leadership. Each seminar builds upon previous classroom work and sets the stage for the next cluster of courses.

Management Seminar

This three-day seminar is your introduction to the Executive MBA experience. The Management Seminar focuses on self-awareness, emotional intelligence, ethics, and social responsibility and utilizes both business simulations and case-study methods.

Global Seminar

This one-week seminar is an exceptional opportunity for you to experience the global business environment first-hand in Europe, Asia, or South America. The seminar includes a comprehensive examination of the economic, political, and cultural perspectives of doing business in the global community and exposes you to strategic issues through an experiential learning process.

Leadership Seminar

Designed to develop and refine your organizational leadership skills at multiple levels, this four-day seminar combines classroom activities with a physical challenge, resulting in an intensive educational experience based on the synergy of concept and application.

Washington Seminar

Conducted in Washington, D.C., this five-day seminar provides you with firsthand exposure to the linkages between public and economic policy development and its impact on business strategy and execution. It includes meetings with key members of Congress, the administration, lobbyists, the media, and other organizations that may influence policy development.

Program Experiential

The Executive MBA incorporates a Field Research Project that is designed as a synergistic activity combining your work experience, classroom experience, and your career goals and objectives. From the beginning to the end of this project, you will work with an individual faculty member, who will guide you through the process and facilitate its successful completion.

Admission

In addition to the MBA admission requirements indicated on the previous pages, the Executive MBA program requires an interview with the Executive MBA Selection Committee and a minimum of seven years managerial or professional experience. New students are admitted to the Executive MBA Program in September and January.

For additional information, contact Kristin S. Polito, Director, Executive MBA Program by telephone (617) 573–8660, or send email to: execmba@suffolk.edu.

Global MBA

Global MBA
The Suffolk Global MBA is a specialized MBA degree program offered both full- and part-time. The curriculum combines the MBA core and required courses with upper level electives in either international finance or international marketing and practical international study and work experiences.

With the Global MBA, students gain a broad, fundamental knowledge of international business and a functional expertise in either international finance or international marketing.

Admissions

Requirements for admission into the Global MBA are specified on the preceding pages. Please note: the Global MBA requires three years full-time work experience and requires a personal interview with the Assistant Dean of Graduate Programs. Applications are screened and promising applicants are interviewed (special arrangements can be made for international applicants and for those not living in the Boston area).

Enrollment Option Prior to GMAT

On a limited, selective basis, individuals with strong undergraduate academic performance (GPA of 2.8 or higher) and at least three years full-time work experience have the opportunity to enroll in two MBA core courses before formally applying for admission. The MAPS Program application requires submission of a letter of recommendation, resumé, and undergraduate transcript(s). These two courses (6 credits) earned in MAPS are applied toward the Global MBA degree if the applicant meets all admission requirements for the Suffolk Global MBA Program.

Advising

Full- and part-time Global MBAs receive advising from the Assistant Dean of Graduate Programs.

Degree Requirements

The faculty will recommend to the President and Trustees of Suffolk University the degree of Master of Global Business Administration upon satisfactory completion of the following conditions:

all graduate courses are satisfactorily completed, and

an overall average of 3.0 ("B") or better is achieved for the entire graduate program.

all Incompletes have been removed from the transcript.
Degree requirements must be completed within five years after the start of graduate work.

Global MBA Requirement (33 credits)

Students are required to complete a minimum of 33 credits in the Sawyer Business School for the 57 credit hour curriculum.
Online Course Option

Part-time Global MBAs have the option of taking 5 courses (15 credits) in the MBA Online program.

Full-time Global MBAs have the option of taking 2 courses (6 credits) in the MBA Online program.

Global MBAs may not take MBA 600, MBA 780 or MBA 800 online. Some courses are not available online.

MBA EDGE Program

Suffolk’s MBA EDGE program is a series of professional development workshops led by executive coaches and corporate consultants, designed to provide you with a competitive advantage in today’s business environment. Whether seeking a new job or promotion or transitioning into a different functional area or industry, you will need certain critical skills to move ahead. Develop these skills at MBA EDGE events working with corporate coaches in sessions including the Art of Networking, a Power Lunch with Business Etiquette, the Art of Positive Interviewing, Corporate Communications Day, a VIP Executive Search Firm Round Table, and the Dean’s MBA Networking Reception. MBA EDGE events take place throughout the year and are open to all MBA students, across all campuses.

Global MBA Curriculum

The Suffolk Global MBA program begins with GMBA 601. This one-credit course introduces students to global business education, focusing on such areas as leadership, ethics, and cross-cultural challenges. Students also focus immediately on their career development in MBA 600. Students progress through the MBA core courses, providing a strong background in business basics. All courses beyond the core are focused on global business. Students choose either the International Finance concentration or the International Marketing concentration. A one week Global Travel Seminar is required.

Full-time students test their newly acquired global business knowledge with GMBA 800, Global Internship, a three-month full-time summer internship in a global business environment outside their home country. This accounts for 6 credits in the Global MBA Program of Study. Following the internship, students return to campus in Boston for a 1-credit Capstone Seminar, during which they complete a pre-approved comprehensive research project that builds on shared learning from their global experiences and revisits their original personal academic and professional goals.

Part-time students have the option of completing a 3-credit global research project in their place of business or a company designated by Suffolk and a 3 credit open MBA elective; OR the 6 credit three-month full-time global internship or a 3 month consulting project that includes an intensive 2-week residency at a company outside the US. In both instances, the part-time student also enrolls in the 1-credit capstone seminar either at the time of the internship or at the time of the global research project.
Global MBA Program of Study

33–57 credits

Full-time: 12 to 16 months
Part-time: 16 to 28 months

Required Introductory Courses (2 Credits)
GMBA 601 Introduction to Global Business
MBA 600 Effective Career Planning

MBA Core Courses* (24 Credits)
MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management (prerequisites: MBA 620, MBA 630, and MBA 640)
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment (substitute BLLS 830 Managing in the International Legal Environment if not waived)

* May be waived.

Global Requirements (10 Credits)
GMBA 850 Capstone Seminar (1 credit)
MBA 780 Managing in the Global Environment
MBA 800 Strategic Management
MGIB 850 Global Travel Seminar (1 week travel course)

SELECT EITHER

International Finance Concentration Electives (15 Credits)
ACIB 872 International Financial Analysis and Control
FNIB 825 Multinational Financial Management
FNIB 901 Global Investment Analysis and Derivatives
FNIB 902 Global Capital Markets, Financial Institutions and Risk Management
FNIB 903 Valuation and Capital Budgeting in a Global Environment

OR

International Marketing Concentration Electives (15 Credits)
MKIB 817 International Marketing
MKIB 901 Global Perspective in Consumer Marketing
MKIB 902 Managing Relationships in the Global Supply Chain
MKIB 903 Global Branding and Communication
MKT 810 Marketing Research for Managers

Experiential Requirement (6 Credits)

Full–Time Students:
GMBA 800 Global Internship (3 months in summer) outside student’s home country

Part–Time Students:
SELECT EITHER
GMBA 800 Global Internship (3 months in summer) or 3 month consulting project that includes 2 weeks abroad.

OR

GMBA 902 Global Experiential Research Project (company based) and a 3–credit MBA elective

Required Global MBA Capstone (all students) (1 Credit)
GMBA 850 Capstone Seminar

Waiver Policy

Core courses may be waived. Required MBA Courses (MBA 600, MBA 780 and MBA 800) cannot be waived.

To waive a Core Course a student must:

- successfully complete equivalent academic coursework at the undergraduate/graduate level in the past five years (“B” or better).

All waiver requests are evaluated upon a student’s acceptance into the Global 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 Global MBA degree. You may also elect to take a proficiency exam to gain a waiver. Proficiency exams must be completed in the first semester. All students must, however, complete a minimum of 33 credits (10 courses, GMBA 601,
Academic Standing

A grade point average of 3.0 ("B") or better is required to complete a graduate degree. Students are expected to earn a 3.0 in all courses attempted. It is the student’s responsibility to monitor his/her academic progress. Formal guidelines for academic performance in graduate courses are as follows:

Graduate Warning

A graduate warning is issued:

- if the student’s grade point average falls below a 3.0 ("B") for the first time or
- a student receives a cumulative total of two “C” grades with a grade point average above 3.0

Subject to Dismissal

- A graduate warning has previously been issued and the student’s cumulative grade point average falls below 3.0 ("B"),
- An “F” grade with a GPA of above 3.0

Dismissed

- An “F” grade with a GPA of below 3.0
- Two “F” grades

Students can appeal to the Office of the Graduate Dean and the faculty Graduate Programs Committee for readmission based on special considerations following the procedures outlined in the Academic Standing section of this catalog.

Course Retake Option

A student may retake one graduate course 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. Only one course with an “F” grade may be retaken during the student’s graduate program. If a second “F” is received, the grade will remain on the transcript and be included in the GPA.

Incompletes can be given with permission of the instructor and automatically convert to an “F” grade after one year, unless the instructor submits a grade.

The Sawyer Business School requires an Incomplete Form to be completed by the student and the instructor of the course. Upon completion, the Form is returned to the Registrar’s Office.

Reentry to the Global MBA Program

Students who left the program in good academic standing and choose to return to the Global MBA program after an absence of a year or more, do not require a new application for admission rather they must complete a re–entry form. Individuals absent for five or more years must meet with the Assistant Dean of Graduate Programs prior to completing a re–entry form.

Previous Global MBA coursework and waivers are reviewed for currency and content to determine
if credits earned previously are retained upon reentry. To reenter the Global MBA Program contact the Office of Graduate Admission.

Courses

MBA Required Courses

**MBA Required Courses**

Three required courses emphasize Suffolk’s commitment to career focus, global business, and each student's ability to maximize their strategic management skills.

**MBA 600  Effective Career Planning**

Taken in the first semester, this one-credit course insures a focus on individual career goals as you progress through the Suffolk MBA. Part-time and full-time students give [Effective Career Planning](#) their highest marks in course evaluations.

**MBA 780  Managing in the Global Economy**

Whether you work for a multinational company, a company with global competitors, or a company with an ethnically diverse employee base, you understand the importance of the global economy. This three-credit course, Managing in the Global Economy, explores the cross-cultural factors, government policies, and financial practices needed to excel in today's competitive business world.

**MBA 800  Strategic Management**

At the end of your Suffolk MBA program of study, you'll enjoy the challenge of this required course. Today’s managers and executives must strategically analyze strengths, threats, and opportunities as they lead diverse business units through projects that cross functional areas. That’s ultimately, what an MBA is all about!

MBA Electives

**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.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics
- Health Administration
- Information Systems
- International Business
- Marketing
- Organizational Behavior
- Public Administration & Nonprofit
- Strategic Management
- Taxation

In Boston, electives meet once per week in the evening: 4:30 to 7:10 pm or 7:15 to 9:55 pm. Many working professionals take two courses in one evening. Many full-time students take advantage of this schedule and participate in an internship or co-op during the day.
Within electives, you may choose one of ten concentrations. Alternatively, simply select electives from any of the areas below, increasing your managerial skill set.

* A limited but diverse selection of electives are offered at our off site location in North Andover and Online. All Suffolk MBAs have the option of enrolling in Suffolk MBA classes at all of our locations and Online, thereby adding flexibility to their scheduling and increasing their course selection menu.

**Accounting**

**Course Number**

ACCT-801

**Course Name**

Graduate Financial Accounting I

**Course Credits**

3.00-

**Description**

'Students learn the practice of financial accounting and reporting under USGAAP. They explore the measurement and reporting of various asset, liability, and equity accounts; measurement and reporting of revenue, expense and net income; and the presentation and interpretation of financial statements. Pronouncements of authoritative sources such as the SEC, AICPA and the FASB are also studied. Reference is made to accounting practices in other countries and to pronouncements by the IASB.'

ACCT 801 – Graduate Financial Accounting I

**Course Number**

ACCT-802

**Course Name**

Graduate Financial Accounting II

**Course Credits**

3.00-

**Description**
This course continues the treatment of financial accounting and reporting from ACCT 801. Students learn the US GAAP accounting treatment of corporate securities and derivative contracts, treasury stock, contingent and recognized liabilities – including post-retirement benefits, bonds and leases, and the allocation of corporate tax expense. Accounting for inflation and changing prices are also discussed.

ACCT 802 – Graduate Financial Accounting II

Course Number
ACCT-803

Course Name
Graduate Financial Accounting III 513

Course Credits
3.00–

Description
'Building upon the treatment of financial accounting and reporting from ACCT 802, students learn the US GAAP accounting treatment of partnership and branch forms of organization, consolidations and business combinations. Governmental and not-for-profit methods of accounting are introduced.'

ACCT 803 – Graduate Financial Accounting III

Course Number
ACCT-804

Course Name
Cost Information, Decision and Control

Course Credits
3.00–

Description
'Students learn the concepts and practices of cost measurement: variable costing, cost–volume–profit analysis, setting goals and monitoring performance, standard costing and variance analysis. They 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. They study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, and sourcing of products and services, and matching costing systems to strategy.'

ACCT 804 – Cost Information, Decision, and Control

Course Number
ACCT-805

Course Name
Auditing and Assurance Services

Course Credits
3.00–

Description
'Students examine AICPA pronouncements and GAAS. They learn about internal audit programs and procedures and their interaction with the external audit and analytical review methods. Focusing on assurance services, students learn about quality and reliability of information for decision-making; assessment, management and auditing of risk; communication with markets, valuation issues, and audit risk; electronic data processing and commerce and system reliability issues.'

ACCT 805 – Auditing and Assurance Services

Course Number
ACCT-806

Course Name
Fraud Examination

Course Credits
3.00–

Description
'This course examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Methods of detection,
investigation, and prevention of financial statement frauds and other types of financial-related frauds are covered.'

ACCT 806 – Fraud Examination

Course Number
ACCT-810

Course Name
Tax Aspects of Business Decisions

Course Credits
3.00-

Description

'This course is designed to give students a broad introduction to several major areas of taxation. Taxation is a major economic force in our society and every business manager must have some knowledge of business and personal taxation. This course will enable managers to achieve a level of tax knowledge that will allow them to make more informed, strategic decisions and to recognize tax issues before they become serious problems. The primary focus of this course will be taxation in the corporate environment. However, an overview of tax aspects of other business entities will be provided.'

ACCT 810 – Tax Aspects of Business Decisions

Course Number
ACCT-824

Course Name
Corporate Financial Reporting and Analysis

Course Credits
3.00-

Description

'Students learn about 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.'

ACCT 824 – Corporate Financial Reporting and Analysis

Course Number
ACCT-825

Course Name
Corporate Financial Planning and Control

Course Credits
3.00-

Description
'Students learn the importance of financial information to corporate strategy and assessment of key performance areas and principal sources of business risk. They develop a framework for designing responsible accounting systems to map corporate strategy, key performance indicators, and risk into the managerial organization and learn to balance financial and non-financial measures of performance. Students also research and study organizational issues around managerial incentives and performance measurement and creating a learning organization.'

ACCT 825 – Corporate Financial Planning and Control

Course Number
ACCT-861

Course Name
Leadership in the Financial Professions

Course Credits
3.00-

Description
'Students learn theories and practice of income measurement and valuation of assets and liabilities; accounting policy making and the standard setting process; the SEC, AICPA, FAF and FASB, and the FEI; and their respective roles in accounting policy and practice. They discuss aspects of professionalism and ethics for the public and corporate accountants. They learn about
the limitation of liability, tort reform and the U.S. accounting profession, access to U.S. public financial markets, approaches to accounting measurement and standard setting in other countries, and the role of the IASB’

ACCT 861 – Leadership in the Financial Professions

Course Number
ACCT-865

Course Name
Technology and Financial Information Systems

Course Credits
3.00–

Description

'Students learn how information management technologies affect the provision of disclosing financial information to management and to the financial markets. Students learn financial modeling to support planning and control processes, decision and executive support systems, database design, technical aspects of organizational communication and the implementation of internal controls; privacy and data security issues.’

ACCT 865 – Technology and Financial Information Systems

Course Number
ACCT-871

Course Name
Not-For-Profit Accounting & Control

Course Credits
3.00–

Description

'This course covers fund accounting, encumbrance accounting, and GASB pronouncements, cost accounting and budgetary control for government and its agencies, medical, educational, religious and other nonprofit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.'
ACCT 871 – Not-For-Profit Accounting and Control

Course Number
ACIB–872

Course Name
Multinational Financial Analysis and Control

Course Credits
3.00–

Description
'Students develop an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. They 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. They will assess how differences in industrial and ownership structures affect accounting performance measurement. They will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.'

ACIB 872 – International Financial Analysis and Control
ACIB 810 – Tax Aspects of Business Decisions

Course Number
ACCT–900

Course Name
Special Topics in Accounting

Course Credits
3.00–

Description
'This is an in-depth analysis of timely issues in the field of accounting. Specific topics are announced when the course is scheduled.'

ACCT 900 – Special Topics in Accounting

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Business Law and Ethics

Course Number
BLLS–800

Course Name
Business Law

Course Credits
3.00–

Description
'Students examine the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions and contracts, and business associations, including agency, partnership, corporation and trust forms of association. Aspects of property law as well as international dimensions are considered.'

BLLS 800 – Business Law

Course Number
BLLS–810

Course Name
Dom & Intrnl Asp Comm Trans

Course Credits
3.00–

Description
'Students learn the principles of contracts, commercial transactions, and negotiable instruments, including the Uniform Commercial Code, the United Nations Convention on Contracts for the International Sale of Goods, import–export transactions, and letters of credit. They develop skills in negotiating and executing strategic aspects of sales, employment, and other common commercial transactions.'

BLLS 810 – Domestic and International Aspects of Commercial Transactions
Course Number
BLLS–820

Course Name
Enterprise Organization – Domestic and

Course Credits
3.00–

Description
'Students learn the legal aspects of organizing, financing and operating a business enterprise. They explore differences in agency, partnership, corporations, trusts, multinational enterprise, and international joint ventures.'

BLLS 820 – Enterprise Organization – Domestic and International

Course Number
BLLS–830

Course Name
Managing in the International Legal Environment

Course Credits
3.00–

Description
'Students focus on 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.'

BLLS 830 – Managing in the International Legal Environment

Course Number
BLLS–840
Course Name
Legal Protect Prod Innovation

Course Credits
3.00-

Description
'Students learn the legal framework for the protection and marketing of goods and services, especially in high technology industries. They delve into an in-depth study of patents, trademarks, copyrights, unfair competition, misappropriation of trade secrets, and related forms of intellectual property protection.'

BLLS 840 – Legal Protection of Product Innovation
BLLS 850 – Banking Laws
BLLS 860 – Securities Regulation

Course Number
BLLS–870

Course Name
Alternative Dispute Resolution

Course Credits
3.00-

Description
'Students review all areas of alternative dispute resolution, including mediation, arbitration, negotiation, conciliation, and mini trials within the contexts of labor, management and governmental applications.'

BLLS 870 – Alternative Dispute Resolution cross-listed with

Course Number
P.AD–850

Course Name
Alternative Dispute Resolution
Course 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 850  Alternative Dispute Resolution
BLLS 871 – Corporate Crime and Financial Fraud
MGLS 818 – Managing in the External Environment

Entrepreneurship

Course Number

MGES–826

Course Name

Writing the Business Plan

Course 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 826 – Writing the Business Plan
MGES 832 – Venture Capital Finance

Course Number

MGES–836
**Course Name**

Managing the Family Business

**Course Credits**

3.00-

**Description**

'The business, personal and interpersonal issues associated with a family-owned and managed firm are explored in this course. Topics evaluated include: the competitive strengths and weaknesses in a family firm, dynamics of family interactions and the family business culture, conflictive resolution, estate planning, and planning for succession.'

MGES 836 – Managing the Family Business

MGES 900 – Social Entrepreneurship

**Course Number**

MGES–901

**Course Name**

Business Startups

**Course 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 901 – Business Startups

MGES 905 – Corporate Entrepreneurship

MGES 906 – Global Innovation & New Product Development in Virtual Teams

MGES 907 – Problem Solving in Business
MGES 908 – Franchising: Pathway to Wealth
MGES 909 – Green and Sustainable Business

Course Number
MGES-910

Course Name
E–Project Practicum

Course 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 910 – E–Project Practicum
MGES 912 – Entrepreneurship for the Bottom of the Pyramid

Finance and Managerial Economics

Course Number
FIN–800

Course Name
Financial Statement Analysis for Financial Institutions

Course Credits
3.00–

Description
'The focus is on financial statement analyses of the financial services industry. Bank financial
statement analysis with an emphasis on off-balance sheet lending and borrowing, capital structure issues, and savings and loans are studied. Innovations in mortgage-backed securities and asset-based financing techniques are analyzed. Additionally, the tax implications of various derivative securities is studied. Case studies and computer based assignments may be used.

FIN 800 – Financial Statement Analysis

Course Number
FIN-801

Course Name
Money & Capital Markets

Course 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.'

FIN 801 – Money and Capital Markets

Course Number
FIN-805

Course Name
Capital Management

Course Credits
3.00-

Description
'This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.'
FIN 805 - Capital Management

**Course Number**
FNEC-810

**Course Name**
The Manager in the Global Economy: Trade Issues and Policy

**Course 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.'

FNEC 810 – The Manager in the Global Economy: Trade Issues and Policy

**Course Number**
FIN-810

**Course Name**
Investment Analysis

**Course 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.'

FIN 810 – Investment Analysis

**Course Number**
FIN-812

Course Name
Capital Budgeting

Course 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.'

FIN 812 – Capital Budgeting

Course Number
FIN-814

Course Name
Options and Futures

Course 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.'

FIN 814 – Options and Futures

Course Number
FIN-831

Course Name
Portfolio Management
Course 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.'

FIN 831 – Portfolio Management

Course Number

FIN–880

Course Name

Investment Banking

Course 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.'

FIN 880 – Investment Banking

Course Number

MGSM–832

Course Name

Venture Capital Finance

Course Credits

3.00–
Description

MGSM 832 – Venture Capital Finance

* MBAs, with permission of the MSF Director, may register for MSF courses

Health Administration

Course Number

HLTH-700

Course Name

Graduate Communication and Information Technology for Health

Course Credits

1.00–

Description

'This introductory class, required for all MHA students, covers key topics including professional writing and presenting, learning through case analysis, essential computer programs and skills, and use of electronic databases for research. In the last class, essential competencies of future healthcare leaders are explored.'

HLTH 700 – Graduate Communication and Information Technology: Health

Course Number

HLTH-701

Course Name

Health Systems I

Course 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 701 – Health Systems I

Course Number

HLTH-702

Course Name

Health Systems II

Course Credits

3.00-

Description

'This course provides an overview of more advanced topics in health economics and current controversies in the professional health administration literature. Among other topics, we will examine economic behavior in the health services and insurance markets, analyze publicly supported medical programs, and assess the economics of government regulation.'

HLTH 702 – Health Systems II

Course Number

HLTH-824

Course Name

Healthcare Accounting

Course Credits

1.50-

Description

'This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organizations’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 824 – Healthcare Financial Management

**Course Number**

HLTH–825

**Course Name**

Legal Environment of Healthcare

**Course 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 825 – Legal Environment of Healthcare

**Course Number**

HLTH–828

**Course Name**

Managerial Epidemiology

**Course Credits**

1.50–

**Description**

'A broad range of public health issues adds to the complexity of managing today’s health organization. Marshaling scarce resources while addressing growing community need is a serious leadership challenge. This course will provide the student with the knowledge and skills to apply principles and techniques of epidemiology in planning and delivering health services to a specific community. Specific attention is given to opportunities identified in the Health People 2010
initiative.’

HLTH 828 – Managerial Epidemiology

Course Number
HLTH-830

Course Name
Healthcare Operations Management

Course Credits
1.50–

Description
'Students are introduced to analytic tools and techniques as queuing theory, linear programming schedule optimization, capacity planning, and inventory management all applied in the context of healthcare organizations. (MHA, MPA/Health Students only).'

HLTH 830 – Healthcare Operations Management

Course Number
HLTH-831

Course Name
Performance Improvement and Patient Safety

Course 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 seven–week course will focus on the complexities and processes of assuring quality performance in healthcare organizations.’

HLTH 831 – Performance Improvement & Patient Safety
Course Number
HLTH-832

Course Name
Health Policy

Course 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 832 – Health Policy

Course Number
HLTH-834

Course Name
Disability & Public Policy

Course Credits
3.00–

Description
'Students review the history of the disability rights movements, disability laws, and court decisions, including housing, employment, and transportation. Recreation/sports issues and the basics of universal design also are covered.'

HLTH 834 – Disability and Public Policy

Course Number
HLTH-840
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<tr>
<th>Course Name</th>
<th>Course Credits</th>
<th>Description</th>
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<tbody>
<tr>
<td>Global Health Needs &amp; Organizations</td>
<td>1.50</td>
<td>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.</td>
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<tr>
<td>Global Health Policy</td>
<td>1.50</td>
<td>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.</td>
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<tr>
<th>Course Number</th>
<th>HLTH-841</th>
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Health Information Systems

Course Credits
1.50-

Description
'This course provides an overview of the use of information technology in health administration. Topics range from public health field applications using geographic information systems and the global positioning system to in-hospital information technology applications in patient medical records, ancillary services, and reimbursement. Emerging applications (e.g., radio frequency identification tags) will be explored. (Prerequisite Health Systems I).'

HLTH 850 – Health Information Systems

Course Number
HLTH-860

Course Name
Leadership & Ethics in the Health Organization

Course Credits
3.00-

Description
'This course introduces the healthcare student to concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare. (Prerequisite Health Systems I).'

HLTH 860 – Leadership & Ethics in the Health Organization

Course Number
HLTH-890

Course Name
Healthcare Strategic Management

Course Credits
3.00-

**Description**

'The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for Healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest (e.g., the nursing shortage). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.'

**HLTH 890 – Strategic Health Systems Analysis Leadership**

Information Systems

**Course Number**

ISOM-810

**Course Name**

Mgt. of Information Technology

**Course Credits**

3.00-

**Description**

'COVERS THE CONCEPTS, APPLICATIONS AND RECENT RESEARCH FINDINGS ABOUT THE PLANNING, IMPLEMENTATION AND SUPPORT OF COMPUTER TECHNOLOGIES IN TODAY'S COMPETITIVE, GLOBAL BUSINESS ENVIRONMENT. SPECIAL EMPHASIS IS PLACED ON THE STRATEGIC ROLE OF INFORMATION TECHNOLOGIES, THE CONCEPT OF COMPUTER-INTEGRATED OPERATIONS, AND THE EFFECTIVE MANAGEMENT OF INFORMATION SYSTEMS ORGANIZATIONS, PROJECTS AND WORKERS. A GROUP TERM PROJECT FOCUSING ON A CURRENT MANAGEMENT ISSUE IS REQUIRED.'

ISOM 810 – Management of Information Technologies

**Course Number**
ISOM-813

Course Name

Information Systems Analysis and Design

Course Credits

3.00–

Description

'covers the concepts, techniques and tools used in the analysis, design and implementation of information systems from both conceptual and practical perspectives. Fundamental information systems concepts, a systems life cycle approach and various systems analysis tools are used to solve business problems. A variety of pedagogical tools will be used including lectures, cases, assignments and a project involving the design, analysis and prototyping of an information system with its databases. From the initial project scope and definition of system requirements, database schema, application architecture and GUI, the student uses industry standard templates to prepare a real life case study.'

ISOM 813 – Systems Analysis and Design

Course Number

ISOM-815

Course Name

Database Management

Course Credits

3.00–

Description

'Provides an understanding of the importance of information as an organizational resource and its role in an information system. Students will learn how data management techniques can address an organization’s information management problems. Techniques for data modeling and database design will be emphasized. Strategies for managing an organization’s information resources in various environments including distributed and client/server, and data warehousing will also be covered. Specific DBMSs, including Microsoft Access, will be described, used, and applied to business problems.'

ISOM 815 – Database Management
**Course Number**

ISOM-824

**Course Name**

E-Commerce Web Design

**Course Credits**

3.00-

**Description**

‘Introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites. Topics will include website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, animation, and prototyping. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.’

ISOM 824 – E-Commerce Web Design

**Course Number**

ISOM-825

**Course Name**

Business Data Communications

**Course Credits**

3.00-

**Description**

‘This course introduces concepts, terminology, management issues, and business applications of data communications. It covers local and wide-area networking technologies, evolving standards, voice and data integration, and the Internet. Includes applications of technology to business problems through case studies and guest speakers. Research projects help students develop a clear understanding of the crucial roles of data communications in organizations as an enabling technology for competitive advantage.’

ISOM 825 – Business Data Communications
Course Number
ISOM-826

Course Name
E-Commerce Strategy

Course Credits
3.00-

Description
'This course introduces the various technologies associated with electronic commerce. Provides an understanding on how organizations utilize these technologies for the fulfillment of goals and to provide a competitive advantage. Focuses on the business implications and impact of Internet technologies, ensuring an appropriate fit between an organization’s goals and its use of this technology, and strategies for leveraging E-Commerce.'

ISOM 826 – E-Commerce Strategy

Course Number
ISOM-830

Course Name
Business Transformation With IT

Course Credits
3.00-

Description
'This course provides students with a framework and the skills to analyze and design the effective transformation of business and operations involving the innovative applications of information technologies to create value and competitive advantages within a fast changing environment of globalization and e-commerce.'

ISOM 830 – Business Transformation with Information Technologies

Course Number
ISOM-900
Course Name
Special Topics in Information Systems

Course Credits
3.00-

Description
'Specific topics are announced when the course is scheduled. An example of Topics are: Security and Privacy Students are introduced to the basics of information security & privacy including the legal and ethical issues. Common types of computer attacks and counter–attacks are addressed. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be analyzed and several labs done on the same to connect theory to practice. Best practices for planning and auditing security and privacy will also be covered. Global Operations Management This course focuses on the applications of operations management in a global business environment and the important of human factors in global operations management. Topics covered in this course include global operations strategy, distribution management, information management, financial management, human resource management, cultural impact on global operations, and managing international service operations. Prerequisites may vary depending on course topic.'

ISOM 900 – Special Topics in Information Systems

International Business

ACIB 810 – Tax Aspects of Business Decisions

Course Number
ACIB–872

Course Name
Multinational Financial Analysis and Control

Course Credits
3.00-

Description
'Students develop an understanding of differences among nations in approaches to disclosure and
choices of accounting measurement systems. They 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. They will assess how differences in industrial and ownership structures affect accounting performance measurement. They will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

ACIB 872 – Multinational Financial Analysis and Control

Course Number
BLLS–830

Course Name
Managing in the International Legal Environment

Course Credits
3.00–

Description
'Students focus on 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.'

BLLS 830 – Managing in the International Legal Environment

Course Number
FNEC–810

Course Name
The Manager in the Global Economy: Trade Issues and Policy

Course 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.’

FNEC 810 – The Manager in the Global Economy: Trade Issues and Policy

**Course Number**

FNIB-825

**Course Name**

Multinational Financial Management

**Course Credits**

3.00–

**Description**

'Corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.'

FNIB 825 – Multinational Financial Management

**Course Number**

MGIB-835

**Course Name**

International Strategy

**Course 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.'

MGIB 835  International Strategy
Course Number
MGIB-850

Course Name
Global Travel Seminar

Course 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.'
MGIB 850 – Global Travel Seminars

Course Number
MGIB-855

Course Name
Business in China

Course Credits
1.50– 3.00

Description
'The purpose of this course is to provide a rudimentary introduction to business in China. The main course components include: a fundamental overview of economic, political, and historical issues of China; a discussion on the cultural differences of US and China business practices; consideration of the alternate forms of business in China (e.g. Chinese international business, US multinational business, and small firm China/US business); and China current events. We will also engage in a US/China business negotiation simulation.'

MGIB 855 – Business in China

Course Number
MKIB-817

Course Name
International Marketing

Course 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.'

MKIB 817 – International Marketing

Course Number
MKIB–900

Course Name
Special Topic: International Business

Course Credits
3.00–

Description
'An in-depth analysis of timely special issues in the field of international marketing. Specific topics vary by semester.'

MKIB 900 – Special Topics in International Business

TAX–865

Course Name
Tax of Transnational Trans

Course Credits
3.00–

Description
'U.S. taxation of foreign sources of income. Topics covered include analysis of tax treaties, source of income rules, foreign tax credit, controlled foreign corporations, Foreign Sales Corporations, transfer pricing in multinational corporations, and translations of foreign currencies.'

TAX 865 – International Taxation I

TAX–875

Course Name
Tax Acct Periods & Methods
Course Credits
3.00-

Description
'Topics covered include methods of accounting, changes in accounting methods, prepaid income, installment sales, inventory analysis, and timing of income and deduction items. Reconciliation of differences between financial income and taxable income are presented.'

TAX 874 – International Taxation II

Course Number
FNIB-901

Course Name
Global Investment Analysis and Derivatives

Course Credits
3.00-

Description
'Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.'

FNIB 835 – Global Investment Analysis

Course Number
FNIB-902

Course Name
Global Capital Markets, Financial Institutions and Risk Management

Course Credits

3.00–

Description

'The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.'

FNIB 840 – Global Capital Markets and Risk Management

Course Number

FNIB–903

Course Name

Capital Budgeting in a Global Environment

Course 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.'

FNIB 830 – Global Budgeting in a Global Environment

MKIB 819 – Global Consumer Cultures
**Course Number**

MKIB–902

**Course Name**

Managing Relationships in the Global Supply Chain

**Course 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.'

MKIB 816 – Global Supply Chain Management

**Course Number**

MKIB–903

**Course Name**

Global Branding and Communication In Global Markets

**Course 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.’

MKIB 812 – Managing and Communicating Brands in Global Markets

Course Number

MKT-810

Course Name

Marketing

Course Credits

3.00-

Description

'This course combines lectures, case studies, guest speakers and a semester long, team-based project.

MKT 810 – Marketing Research for Managers

Course Number

MKT-813

Course Name

Marketing Research for Managers

Course 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 810 – Marketing Research for Managers

Course Number

MKT-813

Course Name

Advertising and Brand Promotion

Course Credits

3.00-

Description

'This course deals with all aspects of advertising and integrated marketing communication. Included are the creation and development of communication strategy (i.e. marketing research, target market selection, positioning, testing, etc.) and integrated communication tactics (i.e. advertising, public relations, sales promotion, direct marketing, media selection, etc.), as well as
measurement and evaluation. Formerly MKT 813 Integrated Marketing Communication.

MKT 813 – Integrated Marketing Communication

Course Number
MKT-814

Course Name
Strategic Marketing

Course 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 814 – Strategic Marketing

Course Number
MKT-815

Course Name
Consumer Behavior

Course Credits
3.00-

Description
'Since consumers are at the center of the value creation activities of businesses, an understanding of consumer thoughts, feelings, and actions is critical for business success. The objective of this course is to focus on the acquisition, consumption, and disposal behaviors of consumers. Students begin by examining their own consumption behaviors and around mid-semester take on the role of managers who are faced with problems that require consumer insight. The class uses a
mix of lecture, projects, debates, and case studies to foster discussion and learning.'

MKT 815 – Consumer Behavior

Course Number

MKT-820

Course Name

Sales Management

Course 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 820 – Sales Management

Course Number

MKT-822

Course Name

Services Marketing

Course Credits

3.00–

Description

'The course focuses on the unique challenges of managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service (and services) are at the heart of the course content. The course is equally applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, educational institutions, professional services, telecommunications, sporting industry, etc.) and to organizations that depend on service excellence for competitive advantage (e.g., high technology manufacturers, automotive, industrial products, etc.)'
MKT 822 – Services Marketing

Course Number

MKT-825

Course Name

Strategic Brand Management

Course Credits

3.00–

Description

'More and more firms of all types have come to the realization that one of the most valuable assets they have are the brand names associated with their products or services. In fact, most understand that their brand is their most enduring asset. With this in mind, this elective is designed to address, within both a conceptual and practical framework, important branding decisions faced by firms on a regular basis. To enable improved managerial decision making, particular emphasis will be placed on understanding branding at the customer level. The course presentation will combine letters, case studies, guest speakers and a semester long, team-based project.'

MKT 825 – Strategic Brand Management

Course Number

MKT-830

Course Name

Marketing on Internet

Course Credits

3.00–

Description

'The course explores how the Internet, including the World Wide Web, can be used as an effective tool. Case studies from contemporary on-line businesses will be presented and discussed. Students will develop an Internet Marketing Plan involving intelligence gathering, target market analysis, and evaluation of the marketing mix for achieving the stated objectives. Finally, issues of security, privacy, and ethics will be discussed. The course will have the following learning
components: lecture, guest presentation, and student development of an Internet Marketing Plan.’

MKT 830 – Marketing on the Internet

Course Number

MKT-840

Course Name

One-To-One Marketing

Course Credits

3.00–

Description

‘Individualized marketing is one of the fastest growing avenues for targeting customers. This course explores the philosophies underlying individualized marketing including one-to-one marketing, customer relationship management, and mass customization. In addition, the tools of direct marketing including direct mail, catalogs, telemarketing, and online activities are examined. The class will review and discuss books, academic and practitioner articles, and case studies concerning this topic.’

MKT 840 – One-to-One Marketing

Course Number

MKT-920

Course Name

Marketing Internship

Course 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.’
MKT 920 – Marketing Internship

Course Number
MKT-900

Course Name
Special Topics

Course Credits
3.00–

Description
An in-depth analysis of timely special issues in the field of marketing. Specific topics vary by semester.

MKT 900 – Special Topics in Marketing

Organizational Behavior

Course Number
MGOB–810

Course Name
Emotional Intelligence

Course Credits
3.00–

Description
MGOB 810 – Emotional Intelligence

Course Number
MGOB–820
Course Name
Career Strategy

Course 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 820 – Career Strategy
MGOB 822 – Creativity For Business & Life

Course Number
MGOB–825

Course Name
Human Resource Management

Course Credits
3.00–

Description
'For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.'

MGOB 825 – Human Resource Management

Course Number
MGOB–830

Course Name
Managing Corporate Crises
Course Credits

3.00-

Description

'The objective of this course is to help develop an effective approach for recognizing and dealing with rapid change and crisis in business. This course deals with understanding periods of crisis and rapid change and managing a business during these difficult times. It focuses on the early recognition of, methods of coping with, ways of learning from, and prevention of critically disruptive situations. This course aims to identify and understand the more frequent disruptions that business executives encounter. This is accomplished through readings of current literature and case simulations. Teams of students reconstruct outstanding cases based on reading, experience, and creative thinking. Offered spring.'

MGOB 830 – Managing Corporate Crises
MGOB 836 – Managing Family Businesses

Course Number

MGOB-840

Course Name

Power & Influence in Organizational Life

Course Credits

3.00-

Description

'The exercises of power, influence and related aspects of political behavior has been recognized from a practical and theoretical standpoint as an increasingly important and largely overlooked component of organizational life. The main objective of this course is to provide a framework for detecting, interpreting and understanding power and influence manifestations in a rational and objective manner. Topics addressed will include: (1) the concept of power and influence and politics and their role organizational life; (2) sources of power and influence; (3) assessment of and conditions of the use of power; (4) strategies, tactics and modalities of political behavior; and (5) managerial and structural implications of power and politics. The course will be conducted in a seminar format with computer model applications.'

MGOB 840 – Power and Influence in Organizations
MGOB 841 – Managing Diversity in Organizations

Course Number
MGOB-850

Course Name
Management Consulting

Course Credits
3.00-

Description
'In recent years, the practice of management consulting has been expanding because of the growing complexity and specialization of management problems. Whether internal or external, the consultant serves a valuable role by facilitating organization advancement and renewal in addition to providing a detached perspective to the complex problems that face organizations. This course has a dual focus, examining the ways the prospective consultant can develop successful client relationships and develop his or her intervention skills, and the ways organizations can optimize the use of management consultants.'

MGOB 850 – Management Consulting

Course Number
MGOB-855

Course Name
Conflict & Negotiation

Course 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 855 – Conflict and Negotiation

Course Number
MGOB-860
**Course Name**
Leadership and Team Building

**Course 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 860 – Leadership and Team Building

**Course Number**
MGOB–865

**Course Name**
Leading Change

**Course 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 865 – Leading Change

MGOB 900 – Special Topics in Organizational Behavior

**Public Administration including Nonprofit Management**
Course Number

P.AD–809

Course Name

Econ Fin Adm Strat Publ Serv

Course Credits

3.00–

Description

'The theory and application of financial and managerial practices in public service. The strategies of economic development and how it affects the financial condition of the community will be discussed. Financial applications of revenue and expenditure forecasting, capital planning and debt management will be fully explored. Intermingled with these topics will be the independent issues of relevance, such as Trust Fund Management, Procurement and Land Management.'

P.AD 809 – Economic, Financial, and Administrative Strategies of Public Service

Course Number

P.AD–811

Course Name

Politics of Federal Bureaucracy

Course Credits

3.00–

Description

'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')

P.AD 811 – Politics of the Federal Bureaucracy

Course Number
P.AD-812

**Course Name**
Managing State Government

**Course Credits**
3.00-

**Description**
'Students examine the theoretical and empirical review of the history and role of state government and its operational practices as well as administrative, financial and policy-making functions. There will be particular emphasis on the major functions of state government such as education, transportation, health and human services, criminal justice, housing and economic development. This course is designed for people who wish to work in state government as well as those who do business with state government.'

P.AD 812 – Managing State Government

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P.AD-813

**Course Name**
Administrative Strategies of Local Government

**Course Credits**
3.00-

**Description**
'Variations of administrative practices in local government will be described and analyzed. Impact on population growth and shifts on service delivery and introduction of new demands and technologies on local management structures will be explored. Particular emphasis is on one or more of the major areas of local government policymaking and service delivery such as public safety, public education, land use, or property tax administration.'

P.AD 813 – Administrative Strategies of Local Government

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P.AD-814
Course Name
Intergovernmental Relations

Course 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 814 – Intergovernmental Relations

Course Number
P.AD–815

Course Name
Non-Profit Organizations in the Community

Course 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 815 – Nonprofit Organizations in the Community

Course Number
P.AD–816

Course Name
Analysis of Public Policy
Course Credits

3.00-

Description

'Students develop an interdisciplinary conceptual/analytical inquiry into the content and techniques associated with ongoing public policy decision-making.'

P.AD 816 – Analysis of Public Policy

Course Number

P.AD–818

Course Name

Public Sector Labor/Management Relations

Course 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 818 – Public Sector Labor/Management Relations

Course Number

P.AD–819

Course Name

Grants–In–Aid & Grants Management

Course Credits

3.00-

Description
P.AD 819 – Grants-In-Aid and Grants Management

Course Number
P.AD-820

Course Name
Governmental Decision Making

Course Credits
3.00

Description
'Students explore institutional and behavioral analysis of the decision-making process; organizational behavior; leadership techniques; and public sector applications at the local, state, and federal levels, as well as the nonprofit arena.'

P.AD 820 – Governmental Decision Making

Course Number
P.AD-821

Course Name
Human Services Integration

Course Credits
3.00

Description
'An overview of the major characteristics of and trends in the planning, delivery and management of human services explored in the context of the public and private sectors. Particular attention is given to the service integration movement and to selected policy issues and practices such as the use of specialists versus generalists, centralized versus decentralized systems, and other
organizational delivery options.’

P.AD 821 – Human Services Integration

Course Number

P.AD–822

Course Name

Public Management Information Systems

Course 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 822 – Management Information Systems

Course Number

P.AD–827

Course Name

Financing State & Local Government

Course Credits

3.00–

Description

‘This advanced course in state and local government financial management focuses on the various characteristics of alternative revenue sources, the economic effects of taxation, the management of debt and investment, and the nature of the supporting economic environment. Methods of analyzing financial condition are examined within the context of maintaining the long term financial viability of these jurisdictions.’
P.AD 827 - Financing State and Local Government

Course Number
P.AD–829

Course Name
Enviromental Policy & Administration

Course Credits
3.00–

Description
'Analysis of the formulation and implementation of environmental protection and energy policies. Discussion of the economic, political, and health–related consequences stemming from attempts to achieve a workable balance between energy sufficiency and environmental protection.'

P.AD 829 – Environmental Policy and Administration

Course Number
P.AD–830

Course Name
Public Liaison Strategies

Course Credits
3.00–

Description
'Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.'

P.AD 830 – Public Liaison Strategies

Course Number
P.AD–835

**Course Name**
Non-Profit Marketing and Communications

**Course Credits**
3.00–

**Description**
'Students analyze the theory and practice of nonprofit services marketing in relation to administration in the multiple nonprofit business sectors, including the health care industry. Students examine nonprofit market economics, competition, product differentiation, market research, and innovative nonprofit products and services. '

P.AD 835 – Nonprofit Marketing

**Course Number**
P.AD–838

**Course Name**
Ethics in Management

**Course Credits**
3.00–

**Description**
'Students study the ethical, moral, and legal dilemmas in public and private managerial operations is the focus of this course. 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 838 – Ethics in Management

**Course Number**
P.AD–839
Course Name
Leadership & Decision-Making

Course 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 839 – Leadership and Decision-Making

Course Number
P.AD–840

Course Name
Comparative Public Policy

Course 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.'

P.AD 840 – Comparative Public Policy

Course Number
P.AD–842

Course Name
Workplace and Labor Law
Course 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 842 – Workplace and Labor Law

Course Number

P.AD–845

Course Name

Entrepreneurial Non-Profit

Course Credits

3.00-

Description

'This course will focus on organizational survival and enhancement achieved through leadership, planning, risk management and enterprise. Entrepreneurship and mission-achievement will be linked conceptually and applied functionally via the design, preparation and presentation of a start-up Business Plan using conventional materials and specifically designed computer software within the context of a specific real world non-profit organization.'

P.AD 845 – The Entrepreneurial Nonprofit

Course Number

P.AD–846

Course Name

Citizen & Community Empowerment
Course Credits

3.00-

Description

'This course will focus on building powerful community organizations, empowering ordinary citizens, and bringing about change on social and economic issues. What do we mean by community? Why do so many Americans feel that community is lacking in their lives? What role should public managers play in empowering citizens and communities? What would we do differently if we really wanted to bring citizens, elected officials and public managers together to solve problems?'

P.AD 846 – Community and Citizen Empowerment

Course Number

P.AD-847

Course Name

Non-Profit Financial Management

Course Credits

3.00-

Description

'This is an advanced course designed to build on knowledge and skills acquired in PAD 713. Students learn how to prepare a business plan and budget, design a budget reporting and cost allocation system, and project cash flow. The format of the course is classroom lecture, discussion, and hands-on assignments. Knowledge of spreadsheet software is needed to complete most of the assignments.'

P.AD 847 – Nonprofit Financial Management

Course Number

P.AD-848

Course Name

Non-Profit Law and Ethics

Course Credits
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 848 – Nonprofit Law and Ethics

Course Number

P.AD-849

Course Name

Revenue Strategies for Non-Profit

Course 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 849 – Revenue Strategies for Nonprofits

Course Number

P.AD-850

Course Name

Alternative Dispute Resolution

Course 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 850 – Alternative Dispute Resolution cross-listed with

Course Number

BLLS–870

Course Name

Alternative Dispute Resolution

Course Credits

3.00–

Description

'Students review all areas of alternative dispute resolution, including mediation, arbitration, negotiation, conciliation, and mini trials within the contexts of labor, management and governmental applications.'

BLLS 870 – Alternative Dispute Resolution

Course Number

P.AD–855

Course Name

Civic Innovation and Effective Governance

Course Credits

3.00–

Description

'Students in this course will examine a variety of civic innovations that attempt to reap the benefits of citizen and public engagement by bringing together diverse parties across a variety of policy areas to forge new solutions.'
P.AD 855 – Civic Innovative and Effective Governance

Course Number
P.AD–856

Course Name
Group Theory & Facilitative Practice

Course Credits
3.00–

Description
'This course is for those who wish to increase their knowledge of group theory and build skills for designing processes to facilitate complex situations, especially those involving community. The course provides opportunities for practice and feedback and for reflection that integrates knowledge and application.'

P.AD 856 – Group Theory and Facilitative Practice

Strategic Management

Course Number
MGSM–832

Course Name
Venture Capital Finance

Course Credits
3.00–

Description
MGSM 832 – Venture Capital Finance

Course Number
MGSM–833

Course Name

Corporate Innovation

Course Credits

3.00–

Description

'MGSM 833 examines how companies develop and leverage technological and innovative capabilities in order to exploit market opportunities. The course addresses the following questions: How do new technologies and new business models create market opportunities for both incumbent firms and new start-ups? What types of innovations are most likely to favor established versus start-up firms? Course work will examine the best practices of innovative companies in a wide range of industries and the factors that influence innovation success or failure.'

MGSM 833 – Corporate Innovation

MGSM–834

Course Name

Mergers and Acquisitions

Course 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.'
MGSM 834 – Mergers and Acquisitions
MGSM 835 – International Strategy
MGT 900 – Special Topics in Strategic Management

Course Number

MGT–910

Course Name

Directed Study in Management

Course 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 910 – Directed Individual Study

Course Number

MGT–920

Course Name

Management Internship

Course 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.'

MGT 920 – Management Internship
Taxation

Course Number
TAX–801

Course Name
Issues in Federal Taxation

Course Credits
3.00–

Description
'Introduces tax issues as they affect the sole proprietor. Emphasis is given to business questions that are reflected on the individual tax return.'

TAX 801 – Issues in Federal Taxation I

Course Number
TAX–802

Course Name
Issues in Federal Taxation II

Course Credits
3.00–

Description
'Further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules and passive activities.'

TAX 802 – Issues in Federal Taxation II

Course Number
TAX–861

Course Name
Tax Research

**Course Credits**

3.00-

**Description**

'Tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases and rulings. Effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice are emphasized in this course.'

TAX 861 – Tax Research

**Course Number**

TAX-862

**Course Name**

Taxation of Corporations

**Course Credits**

3.00-

**Description**

'Concepts, principles and practices of taxation of corporations and their shareholders. The effects of taxation on corporate formation, capital structures, distribution and liquidation are covered.'

TAX 862 – Taxation of Corporations

**Course Number**

TAX-863

**Course Name**

Tax of Pass-Through Entities

**Course Credits**

3.00-
Description

'Concepts, principles and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.'

TAX 863 – Taxation of Pass-Through Entities

Course Number

TAX–864

Course Name

Tax Practice & Procedures

Course Credits

3.00–

Description

'Strategies of tax practice before the Internal Revenue Service. Topics covered include tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, and penalties.'

TAX 864 – Tax Practice and Procedures

Course Number

TAX–865

Course Name

Tax of Transnational Trans

Course Credits

3.00–

Description

'U.S. taxation of foreign sources of income. Topics covered include analysis of tax treaties, source of income rules, foreign tax credit, controlled foreign corporations, Foreign Sales Corporations, transfer pricing in multinational corporations, and translations of foreign currencies.'

TAX 865 – International Taxation I
Course Number
TAX-874

Course Name
U.S. International Taxation II

Course Credits
3.00-

Description

TAX 874 – International Taxation II

Course Number
TAX-866

Course Name
State & Local Taxation

Course Credits
3.00-

Description
'The interrelationships between the federal and state taxation systems are covered. Problems such as revenue generation and residency issues are examined. Using federal adjusted gross income as a focal point, and its effect on state revenues, excise taxes, general sales taxes and inheritance taxes are studied.'

TAX 866 – State and Local Taxation

Course Number
TAX-867
Course Name
Advanced Topics in Corporate Tax

Course Credits
3.00-

Description
'Tax-free reorganizations in relation to statutory mergers and acquisitions are examined. Other topics covered include continuity of interest issues in conjunction with carryover provisions, and consolidated returns for controlled groups.'

TAX 867 – Advanced Topics in Corporate Taxation

Course Number
TAX-868

Course Name
Estate Planning Techniques

Course Credits
3.00-

Description
'Topics covered include use of living trusts, joint ownership, life insurance, charitable dispositions, inter vivos gifts, and the marital deduction. Problem areas discussed include the valuation and disposition of closely held businesses. Students participate in class discussions and are required to submit a written estate plan for a hypothetical client.'

TAX 868 – Estate-Planning Techniques

Course Number
TAX-870

Course Name
Fed Income Tax Estates & Trust
Course Credits

3.00-

Description

'Concepts, principles and practices of income taxation of decedents' estates and trusts. Topics covered include grantor trusts, charitable trusts and income in respect of a decedent. '

TAX 870 – Federal Income Taxation of Estates and Trusts

Course Number

TAX-871

Course Name

Tax of Estates, Trusts, & Gifts

Course Credits

3.00-

Description

'Concepts, principles and practices of taxation of decedents’ estates, trusts and lifetime gifts. Topics covered include valuation of property subject to estate and gift taxes, and the use of trusts for tax planning. '

TAX 871 – Taxation of Estates, Trusts, and Gifts

Course Number

TAX-872

Course Name

Tax Exempt Organizations

Course Credits

3.00-

Description
'Tax and non-tax issues are studied in the formation of tax exempt organizations. Feeder organizations and unrelated business taxable income are covered in depth. Other topics covered include loss of tax exempt status and ceiling limitations on gift giving.'

**TAX 872 – Tax-Exempt Organizations**

**Course Number**

TAX–875

**Course Name**

Tax Acct Periods & Methods

**Course Credits**

3.00–

**Description**

'Topics covered include methods of accounting, changes in accounting methods, prepaid income, installment sales, inventory analysis, and timing of income and deduction items. Reconciliation of differences between financial income and taxable income are presented.'

**TAX 875 – Tax Accounting Periods and Methods**

**Course Number**

TAX–876

**Course Name**

Tax Policy

**Course Credits**

3.00–

**Description**

'Policy considerations in the development of proposed tax legislation are covered. Tax policy issues are examined in relation to empirical, political and legal studies. Throughout the course the tax legislative process is explored.'

**TAX 876 – Tax Policy**
Course Number
TAX-878

Course Name
Tax Compliance

Course Credits
3.00–

Description
'This course provides in-depth experience in preparing a variety of complex tax returns, similar to actual compliance work. Various entities will be covered.'
TAX 878 – Tax Compliance

Course Number
TAX-879

Course Name
Personal Financial Planning

Course Credits
3.00–

Description
'Topics covered include 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.'
TAX 879 – Personal Financial Planning

MBA Core Courses

MBA Core Courses
Listen, read, and watch the news – business is operating in a global economy. Today, business basics include an understanding of international business.

Suffolk MBA core courses insure a clear understanding of the skill set needed to excel in today’s competitive business world. Many courses are infused with global case studies. Some require group projects, technical savvy, and quantitative methodology. All require a commitment to dynamic learning in a small classroom setting.

**MBA Core Courses – 24 credits**

Core courses may be waived according to our [waiver policy](#).

All courses are 3 credits unless otherwise noted.

**Course Number**

MBA–610

**Course Name**

Organizational Behavior

**Course Credits**

3.00–

**Description**

‘This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people’s attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.’

MBA 610  Organizational Behavior  
[MBA 622 Operations and Data Analysis (pdf)](#)

**Course Number**

MBA–630

**Course Name**

Economic Analysis for Managers

**Course 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.'

MBA 630  Economic Analysis for Managers

Course Number

MBA–640

Course Name

Corporate Financial Reporting and Control

Course Credits

3.00–

Description

'Students explore the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.'

MBA 640  Corporate Financial Reporting and Control

Course Number

MBA–650

Course Name

Value Based Financial Management

Course 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.'

MBA 650  Value-Based Financial Management

Course Number

MBA–660

Course Name

Marketing: the Challenge of Managing Value

Course Credits

3.00–

Description

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

MBA 660  Marketing: The Challenge of Managing Value

Course Number

MBA–670

Course Name

Information Management for Competitive Advantage

Course Credits

3.00–

Description
'This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.'

MBA 670  Information Management for Competitive Advantage

Course Number

MBA–680

Course Name

Managing in the Ethical & Legal Environment

Course 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.'

MBA 680  Managing in the Ethical and Legal Environment

Master of Health Administration

GRADUATE PROGRAMS IN HEALTHCARE ADMINISTRATION

There are two healthcare programs: the Master of Health Administration (MHA) and Master of Business Administration/Health (MBA/Health). There is also an MPA/Health Policy concentration. The MHA is linked with the other program and concentration through its curriculum and activities for students interested in healthcare.

Richard H. Gregg, Operating Director of Healthcare Programs, 617–994–4246, rgregg@suffolk.edu.

Mission

The Healthcare Programs provide a powerful, innovative, and enduring learning experience for students aspiring to lead and manage healthcare organizations of compassion, quality, and value in the 21st century.
Objectives

The Healthcare Programs are designed to nurture each student’s potential as a healthcare leader and/or manager by engaging her or him in the key issues, challenges, opportunities, and requirements for success in healthcare. Through cutting-edge academic and hands-on learning, students develop the analytic and strategic skills needed to transform organizations, build relationships, and strengthen organizational performance.

The Healthcare Programs curriculum is designed to meet the unique needs of students who:

- Work in healthcare and seek to strengthen their knowledge and skills and advance their careers.
- Have no training or experience in healthcare administration and seek education and opportunities that will enable them to enter the healthcare field.

Master of Health Administration (MHA)

The Master of Health Administration (MHA) is offered by the Healthcare Department. This degree prepares leaders and managers to guide healthcare organizations, such as hospitals, academic medical centers, integrated delivery systems, long-term care facilities, managed care providers, community health centers, and other health–related organizations. These may be nonprofit, for-profit, or voluntary organizations. The MHA is a broad-based degree that prepares students for a wide range of professional opportunities in healthcare.

Master of Business Administration/Health (MBA/Health)

The Master of Business Administration/Health (MBA/ Health) is offered by the Sawyer Business School in collaboration with the Healthcare Department. The degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the health-care industry nationally and internationally. (Please see the MBA section of this catalog for more information.)

Master of Public Administration/Health Policy (MPA/Health Policy)

This concentration in health policy prepares managers to enter, and advance within, nonprofit organizations and government agencies. The curriculum integrates the disciplines of public management and healthcare administration, providing knowledge and skills essential to dealing effectively with the complex political, social, and economic challenges that healthcare organizations must meet. The MPA/Health Policy concentration is offered by the Public Administration Department in collaboration with the Healthcare Department.

Admission Requirements for the MHA Program

Decisions about admission to the MHA Program are based on each applicant’s overall profile. The criteria include:

- Prior academic performance.
- Related work, professional and/or volunteer experience.
- Personal statement about short-term and long-term professional goals and how the Program will help the applicant to achieve them.
• Recommendations (two professional and/or academic).
• Standardized test scores, which are helpful in the assessment process, but are not required for all applicants. Standardized test scores (GMAT or GRE), taken within the previous five years, are required of applicants with less than three (3) years of relevant work, professional or volunteer experience OR less than a 2.75 cumulative grade point average (GPA) in their undergraduate degree program.
• Results of a personal interview, if requested.

Suffolk University's Office of Graduate Admission has complete information regarding admission requirements, application deadlines, and the online application process.

Curriculum

MHA Curriculum

The MHA curriculum focuses on the key issues, opportunities, challenges and requirements for success in healthcare.

Required Introductory Course (1 Credit)

HLTH 700 Graduate Communication and Information Technology: Health

Core Courses (36 Credits/16 Courses)

(all courses are 3 credits unless otherwise noted)

HLTH 701 Health Systems I
HLTH 702 Health Systems II
HLTH 824 Healthcare Accounting (1.5 credits)
HLTH 825 Legal Environment of Healthcare
HLTH 826 Healthcare Financial Management (1.5 credits)
HLTH 828 Managerial Epidemiology (1.5 credits)
HLTH 830 Healthcare Operations Management (1.5 credits)
HLTH 831 Performance Improvement and Patient Safety (1.5 credits)
HLTH 832 U.S. Health Policy
HLTH 835 Health Marketing and Communication (1.5 credits)
HLTH 840 Global Health Needs and Organizations (1.5 credits)
HLTH 850 Health Information Systems (1.5 credits)
HLTH 860 Leadership and Ethics in the Health Organization
HLTH 908 Organizational Behavior in Healthcare

HLTH 916 Healthcare Human Resources Management

**Required for Students without Professional Experience in the U.S. Healthcare System (3 Credits/1 Course)**

HLTH 911 Internship

**Required Capstone Course (to be taken at end of program) (3 Credits)**

HLTH 890 Healthcare Strategic Management

**Electives (Credits)**

Students take a total of nine credits from among the MHA elective courses, however, six of those credits may be taken in other departments of the Sawyer Business School or the College of Arts and Sciences with permission from the Operating Director of Healthcare Programs.

**Healthcare Electives**

HLTH 834 Disability and Public Policy

HLTH 838 Organizational Change in Healthcare (1.5 credits)

HLTH 841 Global Health Policy (1.5 credits, recommended to be taken directly after HLTH 840)

HLTH 902 Advanced Healthcare Financial Management (3 credits)

HLTH 903 Advanced Health Marketing and Communication (3 credits)

HLTH 904 Rebuilding Public Trust: Quality and Safety in Healthcare Organizations (3 credits)

HLTH 907 Innovation: The Future of Healthcare (3 credits)

HLTH 910 Directed Individual Study (3 credits)

**Requirements to Earn the MHA Degree**

All students must complete 49 total credits in 21 or 22 courses as well as maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MHA degree. Students who take the internship must have 52 credits to complete the MHA degree.

**Degree Requirements**

**Program Completion**

It is expected that full-time students will complete the MHA Program in 18–24 months, while part-time students will finish in 30–42 months, depending on the pace at which courses are completed.

**Scheduling of Classes**
The MHA Program is designed for full-time and part-time students. Most courses are offered in the late afternoon and evening from 4:30 to 7:10 p.m. and 7:15 to 9:55 p.m., Mondays through Thursdays. Some courses are offered on Saturdays and during the summer sessions, thus enabling students to complete the Program on an accelerated schedule.

Course Waiver, Transfer, and Substitution Policy

Students with undergraduate, graduate or certificate courses that are comparable to those offered in the MHA Program may be eligible to waive, transfer, and/or substitute courses in the MHA Program. All applications for waiver, transfer, and substitution must be submitted to the Operating Director of the Healthcare Programs during the first year in which a student is enrolled in the MHA Program, and all applications must be reviewed and approved by the Operating Director.

The policy governing waivers, transfers, and substitutions is available through the Operating Director of Healthcare Programs.

Advising and Mentoring

Students in the MHA Program are assigned a healthcare faculty member as an academic advisor. All students are encouraged to discuss their interests, goals and concerns with their faculty advisor in person and by telephone and email. Every student must have first-semester courses approved by their faculty advisor.

First-year students are invited to participate in the Mentor Program, which matches them with Suffolk University alumni and friends who are professionals in the healthcare field. The Mentor Program links mentors and students according to areas of shared interest and expertise, so that, for example, a student who is particularly interested in hospital administration is matched with an alumnus who is a hospital administrator. Each student may use her or his mentor as a sounding board and source of information and guidance.

Joint Degree Program

Master of Business Administration/Health (MBA/Health)

The Master of Business Administration/Health (MBA/ Health) is offered by the Sawyer Business School in collaboration with the Healthcare Department. The degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, information systems, and strategic management, for roles in the healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the health-care industry nationally and internationally. (Please see the MBA section of this catalog for more information.)

Master of Public Administration

GRADUATE PROGRAMS IN PUBLIC MANAGEMENT

Master of Public Administration (MPA)

Offered by the Public Management Department, the MPA Program provides a pragmatic approach to public management education and administration.
The MPA program emphasizes and allows students to develop the knowledge and expertise needed to perform managerial and administrative work at all levels of government, nonprofit and healthcare organizations.

Accreditation

Established in 1974, the MPA Program is one of only five in New England to be fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

Advising

Students in the MPA program are assigned an individual full-time public management faculty member as an academic advisor. All students are encouraged to discuss their interests, goals, and concerns with faculty advisors and should make appointments or drop in during posted faculty office hours.

Objectives

The major objective is to foster each student’s potential as a public service manager. The curriculum has been designed to meet the needs of students who:

- Have no previous training for a career in public service
- Work in public service and are interested in further study and advancement
- Work in not-for-profit agencies or private sector

Degree Requirements

Degree Requirements

The Faculty will recommend to the President and Trustees of Suffolk University the awarding of the Master of Public Administration degree if the following conditions are satisfied:

- all graduate courses are satisfactorily completed;
- an overall average of 3.0 (“B”) or higher is achieved for the entire graduate program; and,
- all degree requirements are completed within seven years after the start of graduate work.

Graduate Warning

A graduate warning is issued:

- if the student’s grade point average falls below a 3.0 (“B”) for the first time or
- a student receives a cumulative total of two “C” grades with a grade point average above 3.0

Subject to Dismissal

A graduate warning has previously been issued and the student’s cumulative grade point average falls below 3.0 (B),

- An “F” grade with a GPA of above 3.0

Dismissed

- An “F” grade with a GPA of below 3.0
- Two “F” grades
- A student may retake one graduate course 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. Only one course with an “F” grade may be retaken during the student’s graduate program. If a second “F” is received, the grade will remain on the transcript and be included in the GPA.

Joint Degrees

For information about joint degrees with the College of Arts and Sciences and Law School, refer to the Joint Degree section of this catalog.

Scheduling

The program accommodates both full- and part-time students. Most courses are offered in the late afternoon and evening from 4:30–7:10 p.m. and 7:15–9:55 p.m., Monday through Thursday. You can complete the program on an accelerated basis by taking classes on Saturdays.

Course Waiver, Transfer, and Substitution Policy

Students with little or no educational background or professional experience in areas covered by our public management curriculum are expected to devote the equivalent of 16 months of full-time study to complete our MPA program.

Students with other graduate studies, certificates, or related undergraduate work may be eligible to waive course requirements and/or transfer courses in our program. All transfers and waivers must be reviewed in writing by the Department Assistant Director and must be approved in writing by the Department Chairperson. All waiver requests should be submitted for evaluation during the first year of acceptance into the MPA program.

Under no circumstances may waivers reduce any degree requirement below a 10–course minimum, and students must spend at least one year (exclusive of internship) in residence completing the MPA program.

Waiver Policy

All course waivers, transfers, and substitutions will be approved by the Public Management Department chairperson. All courses must have been completed with a grade of at least “B” and must not have been counted toward another degree.

Courses must have been taken within the past seven years to be eligible for waiver, transfer, or substitution. Under no circumstances may waivers and transfers reduce any degree requirement below a 10–course minimum.

A course may be waived for credit if:

1. The course was cross–listed with a graduate course and taken while the student was an undergraduate at Suffolk University.
2. An equivalent course was taken by the student in a certificate program sponsored or co–sponsored by the Center for Public Management. Student performance in certificate courses must be evaluated and must meet the academic standards of the MPA and MHA programs to be eligible for waiver.

Transfers
Two courses from other graduate programs may be transferred into the MPA program with credits. Courses from other NASPAA accredited programs transfer automatically.

Course Substitutions

On a case–by–case basis, students, with Department Chairperson approval, may substitute one course for another in the Public Management curriculum. Other Suffolk University graduate courses, no more than two three-credit courses, may be taken as options with the approval of the Director of the MPA program.

The Department Chairperson shall have final authority to approve any waiver, transfer, or course substitution.

Fellowships

Presidential Management Fellowship

The Presidential Management Fellowship (PMF) was created in 1977 by executive order of President Jimmy Carter. The goal of the program is to attract a bright and diverse pool of graduate students to government service. Interns work in a federal agency for two years, with the potential for permanent federal employment. To be considered for PMF, students must apply online at pmf@opm.gov. The Department will be notified regularly regarding who has applied from Suffolk University and will vote to support or not support the application. Nominees go on to compete against students from other schools in a process managed by the U.S. Office of Personnel Management. To be considered for nomination by the Department, students must be in the last year of their studies, have at least a 3.5 cumulative GPA (B+ average) and no incompletes (with the exception of PAD 758/759 or 858/890).

For more information, visit the web site at http://www.pmf.opm.gov/ or contact Aimee Williamson in the Public Management Department.

Moakley Fellowship

Washington, D.C. Moakley Fellows' Public Policy and Public Management Internships

In the fine public service tradition of former Massachusetts Congressman and Suffolk alumnus, John Joseph Moakley

- The Moakley Fellows program, jointly cosponsored by the Center for Public Management and the Public Management Department, is open to graduate students matriculating in the MPA or MPA joint degree programs.

- A graduate student awarded a Moakley Fellow receives a paid 10 week summer internship totaling $5,000 in salary and expenses in a key Washington public policy–making office, beginning in June and ending in August (dates may vary according to placement office).

- Moakley Fellows participating in the 2008 program worked: in the office of Congressman Stephen Lynch; on Senator Edward Kennedy’s Health Education and Labor (HELP) Committee; at Capitol Associates, a bipartisan health, nonprofit and education government relations firm; and with WolfBlock, a large national lobbying firm.

Marisela Zapata described her 2008 Moakley Fellowship as “…an exciting front row seat on how public policy really happens—great networking and career opportunities. You can’t get this experience in Boston!”
Pi Alpha Alpha

Pi Alpha Alpha is a national honor society formed to recognize and promote excellence in the study and practice of public affairs 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:

1. Be enrolled in MPA, MHA, or any other joint MPA program;
2. Complete at least 27 credit hours (18 credit hours in the 10-course MHA);
3. Remove all incompletes (except internship or practicum);
4. Have a cumulative GPA in the top 20% of those students meeting requirements one and two.
5. Students are automatically reviewed by Suffolk PAA chapter officers for eligibility and are invited to join.

Curriculum

Master of Public Administration (MPA)

The MPA curriculum is a 48-credit program (18 courses) accredited by the National Association of Schools of Public Affairs and Administration. The program offers concentrations within the MPA, in health policy, nonprofit, and state and local government.

The curriculum consists of nine (9) required courses and seven (7) electives in the general MPA curriculum.

Foundation courses PAD 711, 712, and 713 should be taken before all other required courses. PAD 858 (formerly 758), Internship in Public Management or PAD 890 (formerly 759), Strategic Management should be taken in the last year.

MPA Core Courses (24 Credits)

PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Budgeting and Financial Management
PAD 714 Legal Basis of Public Management
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World
MPA Electives (21 Credits)

7 electives at 3 credit hours each

Required Internship (Non–Credit)
Students with no professional experience are required to take:

PAD 858: Internship (for pre–professional students/0 credits)

Required MPA Capstone Course (3 Credits)
PAD 890 Strategic Management in Public Service
Prerequisite: 34 credit hours

MPA Concentrations

These MPA options can be completed in two years of full–time study and three to four years of part–time study. The MPA required core courses are the same for the MPA program and most of the MPA concentrations. The elective requirements for each concentration are listed below.

MPA/State or Local Government

The MPA/State or Local Government concentration meets the present and expanding needs of managers in the areas of state and local government. Persons seeking advancement or preparing for a career in the field of state and/or local government as an appointed or elected official, may wish to customize the MPA Program in a way which recognizes an interest in these fields. The curriculum covers the field of public administration with tracks specific to state or local government.

MPA Core Courses (24 Credits)
PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Budgeting and Financial Management
PAD 714 Legal Basis of Public Management
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World

Required Internship (Non–Credit)
Students with no professional experience are required to take:

PAD 858: Internship (for pre–professional students/0 credits)

Required MPA Capstone Course (3 Credits)
PAD 890 Strategic Management in Public Service
Prerequisite: 34 credit hours

**Track I: Managing Local Government**

**Five Required Local Government Courses (15 Credits)**

PAD 813 Administrative Strategies of Local Government

PAD 814 Intergovernmental Relations OR

PAD 830 Public Liaison Strategies

PAD 818 Public Sector Labor/Management Relations OR

PAD 819 The Grantwriting Process

PAD 827 Financing State and Local Government

PAD 846 Community and Citizen Empowerment OR

PAD 855 Civic Innovation, Community Engagement, and Effective Governance

**Track II: Managing State Government**

**Five Required State Government Courses (15 Credits)**

PAD 812 Managing State Government

PAD 814 Intergovernmental Relations OR

PAD 830 Public Liaison Strategies

PAD 818 Public Sector Labor/Management Relations OR

PAD 850 Alternative Dispute Resolution

PAD 827 Financing State and Local Government

PAD 846 Community and Citizen Empowerment OR

PAD 836 Ethics in Management

**Two of the following Managing State or Local Government Elective Courses (6 Credits)**

PAD 814 Intergovernmental Relations

PAD 818 Public Sector Labor/Management Relations

PAD 819 The Grantwriting Process

PAD 820 Governmental Decision Making

PAD 822 Management Information Systems (MIS)
PAD 829 Environmental Policy and Administration
PAD 830 Public Liaison Strategies
PAD 839 Leadership and Decision Making
PAD 840 Comparative Public Policy
PAD 842 Workplace and Labor Law
PAD 846 Community and Citizen Empowerment
PAD 850 Alternative Dispute Resolution
PAD 855 Civic Innovation and Effective Governance
PAD 900 Special Topics (if related to State & Local Government)
PAD 910 Directed Individual Study

MPA/Nonprofit Management

The MPA/Nonprofit Management concentration meets career interests for those in the field of nonprofit agency management. The curriculum covers the field of public administration with special attention given to the additional intricacies of nonprofit management.

Ten MPA Required Courses (24 Credits)
PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Budgeting and Financial Management
EITHER PAD 714 Legal Basis of Public Management
OR PAD 848 Nonprofit Law and Ethics
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World

Required MPA Capstone Course (3 Credits)
PAD 890 Strategic Management in Public Service
Prerequisite: 34 credit hours

Required Internship (Non-Credit)
PAD 858: Internship (for pre-professional students/0credits)
**Four (4) Required Nonprofit Management Courses (12 credits)**

PAD 815 Nonprofit Organizations in the Community

PAD 847* Nonprofit Financial Management

PAD 845 The Entrepreneurial Nonprofit

**EITHER** PAD 835 Nonprofit Marketing

**OR** PAD 849 Revenue Strategies for Nonprofit Organizations

PAD 848 Nonprofit Law and Ethics

*ACCT 871  Not-for-Profit Accounting and Control may be substituted for this requirement.

**Three (3) of the following Nonprofit Management Elective Courses (9 credits)**

PAD 818 Public Sector Labor–Management Relations

PAD 819 Grants–in–Aid and Grants Management

PAD 821 Human Services Integration

PAD 822 Management Information Systems

PAD 829 The U.S. Health System

PAD 830 Public Liaison Strategies

PAD 832 Health Policy

PAD 834 Disability and Public Policy

PAD 835 Nonprofit Marketing & Communications

PAD 839 Leadership and Decision Making

PAD 840 Comparative Public Policy

PAD 846 Community and Citizen Empowerment

PAD 849 Revenue Strategies for Nonprofits

PAD 900 Special Topics (if related to Nonprofit Mgmt)

PAD 910 Directed Individual Study

**MPA/Health Policy**

The MPA/Health Policy concentration prepares non–profit and public managers for community advocacy and government agency positions to manage and lead in a dynamic healthcare environment locally and globally.
Ten MPA Required Courses (24 Credits)

PAD 711 Foundations of Public Organizational Administration

PAD 712 Policy Analysis and Program Evaluation

PAD 713 Budgeting and Financial Management

EITHER PAD 714 Legal Basis of Public Management

OR PAD 848 Nonprofit Law and Ethics

PAD 715 Quantitative Analysis

PAD 716 Public Service Human Resource Management

PAD 717 Organizational Effectiveness in Government

PAD 718 Leadership Strategies for an Interconnected World

Required MPA Capstone Course (3 Credits)

PAD 890 Strategic Management in Public Service
Prerequisite: 34 credit hours

Required Internship (Non-Credit)

PAD 858: Internship (for pre-professional students/0 credits)

Four (4) Required Health Policy Management Courses (12 credits)

PAD 823 The U.S. Health System1*

PAD 832 U.S. Health Policy**

PAD 847 Nonprofit Financial Management

PAD 836 Health Economics***

Three (3) or more elective courses (9 credits):
Any 800 level Public Management or Health course.

Any 900 level Public Management (related to health policy) or Health course

Or any graduate course approved by the department chairperson

* Also listed as HLTH 701
** Also listed as HLTH 832
*** Also listed as HLTH 702

PAD 840 Comparative Public Policy Study

The Public Management Department offers six to ten days of national and international
comparative public policy study. As part of the requirements for PAD 840, the student researches a topic of interest such as: urban policy, gerontology, health, human services, labor relations, women’s issues, or the environment; and then meets with professionals in the host country.

Students in the past have traveled to Ireland and Puerto Rico.

Certificate of Advanced Study in Public Administration (CASPA)

Certificate of Advanced Study in Public Administration (CASPA)

This post-graduate MPA program is designed to increase your understanding of current concepts and tools used in public administration. It is a valuable certificate for MPA graduates entering new areas of public administration or seeking to advance in their current areas.

The program consists of five (5) courses at the 800 (elective) level, to be completed within five years with a grade point average of 3.0 ("B") or better.

In addition to the present five (5) course CASPA the Public Management Department offers a CASPA with an area of specialization in health administration, state and local government, or nonprofit management. The curriculum consists of four required concentration courses plus one elective, all in their chosen concentration area. With the approval of the Department Chairperson, another course may be substituted for a required course based on the student’s knowledge, expertise, and experience.

Admission

The CASPA program requires an MPA or its equivalent. Graduates of other programs may need to take prerequisite courses.

Students applying for admission to the CASPA program should contact the Office of Graduate Admission, 73 Tremont Street, Boston, MA, (617) 573–8302 for more information.

Graduate Programs in Accounting and Taxation

The Graduate Programs in Accounting & Taxation offer a variety of degree programs designed to help you achieve your academic and professional goals:

- Master of Science in Accounting (MSA)
- Master of Science in Taxation (MST)
- Graduate Diploma in Professional Accounting (GDPA)
- Advanced Certificate in Taxation (ACT)
- Joint MBA/MSA
- Joint MBA/MST
- Joint MBA/GDPA
- Joint MST/GDPA

Master of Science in Accounting

Master of Science in Accounting (MSA)

Accounting and financial management are conducted in a dynamic competitive environment of rapidly changing technologies, complex global challenges, and ever more exacting standards of disclosure and accountability. The MSA prepares students for successful professional careers in
accounting and financial management in several contexts: public accounting; forensic accounting; corporate, not-for-profit and governmental financial planning, accounting, and control; and management consulting. The program also prepares students who plan to pursue careers in teaching and research for entry to doctoral programs in accounting.

The MSA provides concepts, technical knowledge and skills for immediate effectiveness. It also establishes the basis for continual lifetime learning and development to meet future challenges as people’s careers evolve. The subject matter in all the MSA courses is presented in a strategic framework, with a view to preparing graduates to function effectively as advisors to, or members of, senior management teams.

The Sawyer Business School is the only business school in Boston to achieve accreditation of its accounting and taxation programs by AACSB International.

Admission

Admission requirements for the Sawyer Business School MSA Degree Program are listed in the Graduate Programs section of this catalog.

- The 30-credit-hour MSA is designed for candidates who hold an undergraduate degree in accounting.
- Candidates with an undergraduate management degree with a concentration other than accounting must complete 6 (six) credit hours of accounting preparation as part of the degree requirements for the MSA.
- Candidates with an undergraduate degree other than in management must complete 24 (twenty-four) credit hours of management and accounting preparation as part of the degree requirements for the MSA.

Waivers and Transfer Credits

The management preparation courses are usually waived, subject to the approval of the Director of Graduate Programs in Accounting, for candidates who hold an undergraduate degree with a major in a management subject.

The accounting preparation courses are usually waived, subject to the approval of the Director of Graduate Programs in Accounting, for candidates who hold an undergraduate degree with a major in accounting.

MSA required courses may be waived and an elective substituted, subject to the approval of the Director of Graduate Programs in Accounting.

Of the thirty (30) credit hours required for the MSA, a maximum of nine (9) may be transferred from another AACSB International accredited graduate program with a grade of “B” or better, provided these credits have not been applied to another degree, certificate or diploma. A minimum of 21 credit hours must be earned at Suffolk University.

Advising

The Associate Director of Graduate Programs in Accounting advises all MSA students.

MSA Curriculum

The curriculum builds on an undergraduate degree in accounting. Courses may be taken in any
sequence, depending on designated course prerequisites. However, ACCT 861 Leadership in the Financial Professions is a capstone course and should be taken later in a student’s course of study. Students must have their programs of study approved by the Associate Director of Graduate Programs in Accounting.

Requirements to Graduate

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MSA degree.

The MSA consists of 30– 57 credits:
Total courses: 10– 20

Management Preparation Courses* (18 Credits/6 Courses)
MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Management
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
* May be waived.

Accounting Preparation Courses* 6 Credits/2 Courses
ACCT 801 Graduate Financial Accounting I
ACCT 804 Cost Information, Decision and Control
* May be waived.

MSA Required Courses (21 Credits/7 Courses)
ACCT 802 Graduate Financial Accounting II
ACCT 824 Corporate Financial Reporting and Analysis
ACCT 825 Corporate Financial Planning and Control
ACCT 861 Leadership in the Financial Professions
ACCT 865 Technology & Financial Information Systems
ACIB 872 Multinational Financial Analysis and Control
MBA 780 Managing in the Global Environment

Electives (9– 12 Credits/3– 4 Courses)
Select 3 elective courses from any 800–level course offered in the Sawyer Business School, or any other advanced elective with the approval of the Director of Graduate Programs in Accounting. Only two may be Accounting courses. Please see the MSA Career Tracks below for suggestions.

Note: For CPA track, a student may have to take four electives depending on prior coursework.

MSA Career Tracks

The following options are suggestions based on a student’s career focus:

Public Accounting
These courses complete the accounting content required for the Uniform CPA Examination in
Massachusetts

ACCT 803 Graduate Financial Accounting III
ACCT 805 Auditing and Assurance Services
BLLS 800 Business Law
TAX 801 Issues in Federal Taxation I

Controllership (For-Profit)

ACCT 805 Auditing and Assurance Services
TAX 801 Issues in Federal Taxation I
TAX 862 Taxation of Corporations

Controllership (Not-for-Profit)

ACCT 871 Not-for-Profit Accounting and Control
TAX 801 Issues in Federal Taxation I
TAX 872 Tax-Exempt Organizations

Fraud Examination

ACCT 805 Auditing and Assurance Services
ACCT 806 Fraud Examination
BLLS 871 White Collar Crime and Financial Fraud

Information Technology

ACCT 805 Auditing and Assurance Services
ISOM 810 Management of Information Technologies
ISOM 825 Business Data Communications

Graduate Diploma in Professional Accounting (GDPA)

The Graduate Diploma in Professional Accounting provides an economical and accelerated way for students to gain a sound understanding and competence in the practice of accounting.

The program allows students to concentrate in one of three options: public accounting, corporate accounting, and non-for-profit accounting. Students pursuing the public accounting option obtain the accounting educational requirements to take the CPA examination in Massachusetts.

Admission

Admission requirements for the Sawyer Business School GDPA are listed in the Graduate Programs section of this catalog. However, the GMAT is not required for admission to the GDPA Program.

Waivers

Up to three (3) of the seven (7) required GDPA courses may be waived with credit on the basis of equivalent courses taken at an accredited college or university with a grade of "B" or better.

Advising

The Associate Director of Graduate Programs in Accounting advises all GDPA students.

Curriculum

The GDPA curriculum consists of nine courses (27 credits): seven (7) required courses and two
(2) elective courses. Courses can be taken in any sequence, depending only on specified course prerequisites. Students must have their programs of study approved by the Associate Director of Graduate Programs in Accounting.

Requirements to Complete Program
Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the GDPA.

GDPA Required Courses  (21 Credits/7 Courses)
With no background in accounting, students must also take MBA 640 before taking ACCT 801.

ACCT 801 Graduate Financial Accounting I
ACCT 802 Graduate Financial Accounting II
ACCT 804 Cost Information, Decision and Control
ACCT 865 Technology and Financial Information Systems
ACCT 872 Multinational Financial Analysis and Control
BLLS 800 Business Law**
TAX 801 Issues in Federal Taxation I**

Electives (6 Credits/2 Courses)
The following options are suggested, based on a student’s career focus:

Public Accounting*
ACCT 803 Graduate Financial Accounting III
ACCT 805 Auditing and Assurance Services

Corporate Accounting
ACCT 824 Corporate Financial Reporting and Analysis
ACCT 825 Corporate Financial Planning and Control

Not-for-Profit Accounting
ACCT 871 Not-for-Profit Accounting and Control
TAX 872 Tax-Exempt Organizations

Combined MBA/GDPA
See the MBA section of this catalog.

* Note that the Massachusetts Board of Public Accountancy also requires certain business courses in addition to the GDPA with the public accounting electives.

** These courses are waived for lawyers or graduates of ABA-accredited schools.

Master of Science in Taxation

Master of Science in Taxation (MST)

The Sawyer Business School is the only business school in Boston to achieve accreditation of its accounting and taxation programs by AACSB International, the premier business accreditation organization in the world. The Suffolk MST program is the only AACSB International–accredited MST program in Boston.
The MST Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. It is intended primarily for part time study, complementing the experience students gain from the workplace.

The program is flexible in terms of the kinds of educational background and experience candidates can bring to the program. Our most important concern is that students are focused in their professional career objectives. The MST is recognized for tax advisors, either in personal practice, as members of accounting or trust firms, in corporate tax management positions, or as members of federal or state agencies. Both accountants and attorneys often take the MST to specialize their professional knowledge and skills.

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. Proficiency in tax compliance enables the student to assist clients and employers with meeting the myriad filing requirements of tax practice. Proficiency in tax planning provides the student with the ability to apply creative tax avoidance strategies for prospective transactions. An emphasis on tax policy enables the student to understand how tax laws are created and, more importantly, they will have the ability to contribute knowledgeably to the debate, via publication or public discourse, which will enhance their careers as experts in their field. A sound understanding of tax policy will also enable the tax practitioner to predict the outcome of pending legislation, which is so important in effective tax planning.

**Admission**

Admission requirements for the Sawyer Business School MST Degree Program are listed in the Graduate Programs section of this catalog. However, the GMAT may be waived if the candidate holds a CPA or other recognized professional qualification in accounting, a JD, or a master’s degree from an accredited school of management.

**Waivers and Transfer Credits**

The accounting core can for waived with credit for students who have an undergraduate accounting major, or who have a recognized professional accounting qualification. Alternatively, accounting core courses may be waived by equivalent undergraduate or graduate courses taken with a grade of “B” or better at an accredited college or university.

Transfer credit for the tax courses up to a maximum of nine credit hours can be granted for equivalent graduate courses taken within the past five years at an AACSB International–accredited college or university, with a grade of “B” or better, provided they have not been applied to another degree, certificate, or diploma.

TAX 801 – Issues in Federal Taxation I may be waived with substitution, for students who have passed two appropriate undergraduate tax courses with a grade of “B” or better at an accredited U.S. college or university. Students who have significant tax experience as judged by the Director of Graduate Programs in Taxation may also waive it with substitution. Another graduate course is chosen from the electives to replace it.
Advising

The Director of the MST Program advises all MST students.

Requirements to Graduate

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the MST degree.

Curriculum

The MST consists of 30–42 credits.

For students who hold a bachelor’s degree in accounting from an accredited college or university, or who hold a recognized professional accounting qualification, the MST Program consists of seven (7) required tax courses and three (3) elective courses. The program also accommodates students with no accounting background, through four (4) accounting core courses. The number of courses required for the MST can therefore be between 10 and 14, depending on a student’s accounting preparation.

Accounting Core Courses* (12 Credits)

* May be waived with credit.

MBA 640 Corporate Financial Reporting and Control
ACCT 801 Graduate Financial Accounting I
ACCT 802 Graduate Financial Accounting II
ACCT 803 Graduate Financial Accounting III

MST Required Courses (21 Credits)

** May be waived and another tax elective substituted.

TAX 801 Issues in Federal Taxation I**
TAX 861 Tax Research
TAX 862 Taxation of Corporations
TAX 863 Taxation of Pass-through Entities
TAX 864 Tax Practice and Procedures
TAX 871 Taxation of Estates, Trusts and Gifts
TAX 876 Tax Policy

Electives (9 Credits)

Students select three (3) electives from the following:

TAX 802 Issues in Federal Taxation II
TAX 865 International Taxation I
TAX 866 State and Local Taxation
TAX 867 Advanced Topics in Corporate Taxation
TAX 868 Estate Planning Techniques
TAX 870 Federal Income Taxation of Estates and Trusts
TAX 872 Tax Exempt Organizations
TAX 874 International Taxation II
TAX 875 Tax Accounting Periods and Methods
TAX 878 Tax Compliance
TAX 879 Personal Financial Planning
TAX 900 Special Topics in Taxation
TAX 910 Directed Individual Study in Taxation
Any other 800–level course offered in the Sawyer Business School, or any other advanced elective
with the approval of the Director of Graduate Programs in Taxation.

Joint Degrees

Joint Degree Program MBA/MST
See MBA section of this catalog.

Joint Degree Program MSA/MST
See MSA section of this catalog

MST/GDPA

This program is designed for students who do not have an undergraduate degree in accounting,
and who want to develop working competence in accounting along with a deep expertise in
taxation. It allows students in a very focused and economical way to prepare themselves to obtain
a professional qualification in accounting, for instance the CPA, while at the same time completing
the MST curriculum.

Admission

Admission requirements for the Sawyer Business School MST Degree Program are listed in the
Graduate Programs section of this catalog. However, the GMAT may be waived if the candidate
holds a CPA or other recognized professional qualification in accounting, a JD, or a master’s
degree from an accredited school of management.

Waivers

The four courses in the accounting core and a maximum of one of the required GDPA courses may
be waived with credit on the basis of equivalent courses taken at an accredited college or
university with a grade of “B” or better.

Advising

The Director of the MST Program is the advisor for the MST portion and the Associate Director of
the MSA is the advisor for the GDPA portion.

Requirements to Graduate

Students must maintain a grade point average of 3.0 or better in the courses they are required to
take at Suffolk University to complete the MST/GDPA.

Curriculum

The MST/GDPA curriculum consists of 39–54 credits.

Accounting Core Courses* (12 Credits)
* May be waived.

MBA 640 Corporate Financial Reporting and Control
ACCT 801 Graduate Financial Accounting I
ACCT 802 Graduate Financial Accounting II
ACCT 803 Graduate Financial Accounting III

GDPA Required Courses** (12 Credits)
** A maximum of one of these courses may be waived with credits.

ACCT 804 Cost Information, Decision and Control
ACCT 865 Technology and Financial Information Systems
ACIB 872 Multinational Financial Analysis and Control
BLLS 800 Business Law

MST Required Courses (21 Credits)
*** May be waived and an additional tax elective substituted.

TAX 801 Issues in Federal Taxation I***
TAX 861 Tax Research
TAX 862 Taxation of Corporations
TAX 863 Taxation of Pass-through Entities
TAX 864 Tax Practice and Procedures
TAX 871 Taxation of Estates, Trusts and Gifts
TAX 876 Tax Policy

MST Electives (9 Credits)

Students select three (3) electives from tax, accounting, or any other 800–level course offered in the Sawyer Business School, provided prerequisites are met.

Note: Students who plan to take the CPA exam in Massachusetts must take ACCT 805 as an elective.

Certificate Programs

Advanced Certificate in Taxation (ACT)

The ACT Program extends and complements the MST or other graduate management program. The MST, through the choice of three electives, permits students some degree of specialization. Given the dynamic and complex nature of tax policy and practice, tax professionals may wish to devote much more effort and study to developing an area of special expertise. Moreover, they need to be continually active in studying tax matters as they evolve. However, the ACT is open to non–tax professionals who wish to increase their knowledge of taxation.

Candidates must hold a graduate degree in a management subject or law to be admitted to the program.

Five (5) graduate courses, for a total of 15 credit hours, are required to earn the ACT. At least four of the courses must be in taxation.

Requirements to Complete Program

Students must maintain a grade point average of 3.0 or better in the courses they are required to take at Suffolk University to complete the ACT.

ACT Required Courses (6 Credits)
*May be waived with substitution

TAX 801 Issues in Federal Taxation I
TAX 861 Tax Research

**Electives (9 Credits)**

Students select three (3) electives from the following:

TAX 802 Issues in Federal Taxation II
TAX 865 International Taxation I
TAX 866 State and Local Taxation
TAX 867 Advanced Topics in Corporate Taxation
TAX 868 Estate Planning Techniques
TAX 870 Federal Income Taxation of Estates and Trusts
TAX 872 Tax Exempt Organizations
TAX 874 International Taxation II
TAX 875 Tax Accounting Periods and Methods
TAX 878 Tax Compliance
TAX 879 Personal Financial Planning
TAX 900 Special Topics in Taxation
TAX 910 Directed Individual Study in Taxation

Any other 800-level course offered in the Sawyer Business School, or any other advanced elective with the approval of the Director of Graduate Programs in Taxation.

**Graduate Programs in Finance**

The Graduate Programs in Finance offer a variety of degree programs designed to help you achieve your academic and professional goals:

- Master of Science in Finance (MSF)
- Master of Science in Financial Services & Banking (MSFSB)
- Joint Juris Doctor/MSF
- Joint MBA/MSF
- Accelerated MSF for Attorneys
- Certificate Program for Advanced Study in Finance (CPASF)

**MS in Finance**

**MSF**

The Master of Science in Finance (MSF) Program delivers a sharp and in-depth focus on financial theory and practice, preparing students for successful careers in any financial discipline. Keeping pace with rapid changes in business and its practice is an ongoing challenge; to excel in finance a person must be able to act and react quickly and effectively to the changing business environment. As financial tasks have become increasingly complex, a traditional MBA degree may not be adequate for students seeking a career in the finance industry. The MSF Program provides students with the quantitative and analytical tools that will enable them to confront and manage
the financial variables crucial to achieving success. The MSF Program is ideal for candidates seeking a career in the finance industry; candidates possessing an MBA degree who wish to specialize in finance; and candidates working towards professional designations such as a CFA (Certified Financial Analyst) or CFP (Certified Financial Planner).

Waivers

Students with an MBA or holders of Bachelor Degrees in business may be eligible to waive some or all of the prerequisite MBA courses, allowing for completion of the program in as few as 15 months of part-time study.

Program of Study

The MSF Program is ideal for working professionals and is also designed to accommodate students seeking full-time study. Ideally students follow our cohort schedule, which runs on a four-quarter-a-year calendar, with students taking two classes per quarter. Following this schedule allows students to earn an MSF in 15 months of part-time study. Courses are offered in the evening, making it possible to combine professional and educational goals. For convenience and planning, each entering cohort will take classes on the same night each week for the duration of the program. Classes run from 4:30 – 7:10 and 7:15 – 9:55; each term two Saturday classes are scheduled in addition to the weeknight class, meeting from 9:00 – 11:30 and 12:00 – 2:30. Meals are provided for all MSF classes.

Admission Requirements

In addition to the requirements listed in the Sawyer Business School Graduate Programs section of this catalog, candidates are required to complete an interview with the Program Director as the final step of the Admissions Requirements. Local applicants will be contacted by the Program Office to schedule the interview once all necessary documents are filed with Graduate Admissions.

MSF Curriculum

The MSF Curriculum consists of 30– 45 credits, depending upon waiver status.

Students may begin taking required MSF courses provided that they have successfully completed or waived the following:

Prerequisite MBA Core Courses (12 Credits)
*May be waived based upon prior academic work.*

- MBA 622 Operations and Data Analysis
- MBA 630 Economic Analysis for Managers
- MBA 640 Corporate Financial Reporting and Control
- MBA 650 Value-Based Financial Management

Prerequisite MBA Elective (3 Credits)
*Select one (1) course. May be waived based upon prior academic work.*

- MBA 610 Organizational Behavior
- MBA 660 Marketing: The Challenge of Managing Value
- MBA 670 Information Systems for Competitive Advantage
- MBA 680 Managing in the Ethical and Legal Environment
MSF Required Courses (21 Credits)

MSF 800 Financial Statement Analysis
MSF 808 General Theory in Corporate Finance
MSF 810 Investment Analysis
MSF 812 Capital Budgeting
MSF 814 Options and Futures
MSF 818 Econometrics
MSF 820 Financial Policy

MSF Electives (9 Credits)
Select three (3) courses.

BLLS 860 Securities Regulations
MSF 816 Financial Institutions Management
MSF 825 Multinational Financial Management
MSF 831 Portfolio Management
MSF 841 Financial Forecasting
MSF 851 Working Capital Management
MSF 863 International Financial Markets and Banking
MSF 871 Advanced Banking Theory
MSF 880 Investment Banking
MSF 881 Real Estate Finance
MSF 882 Financial Engineering
MSF 884 Fixed Income Securities
MSF 885 Risk and Insurance
MSF 887 Fundamental Equity Analysis
MSF 891 Seminar in Finance
MSF 895 Master’s Thesis
MGIB 850 London Financial Markets Global Travel Seminar

Advising

Upon entering the MSF Program at Suffolk, students are assigned an academic advisor by the Finance Department. Students are invited to discuss academic and career interests with their advisor. Advisors’ office hours are posted in the Finance Department, 9th floor of the Sawyer Building.

MS in Financial Services & Banking

MSFSB

The Master of Science in Financial Services and Banking (MSFSB) Program prepares its graduates to perform successfully in commercial banking, investment banking, international banking, asset securitization, and financial services, as well as in the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients. The MSFSB program consists of up to fifteen courses: five prerequisite courses, seven MSFSB required courses and three MSFSB elective courses allow students to concentrate in specialization areas like bank management and financial services management.

Waivers
Students with an MBA or holders of Bachelor Degrees in business may be eligible to waive some or all of the prerequisite MBA courses, allowing for completion of the program in as few as 15 months of part-time study.

Program of Study

The MSFSB Program is ideal for working professionals and is also designed to accommodate students seeking full–time study. Ideally students follow our cohort schedule, which runs on a four-quarter–a-year calendar, with students taking two classes per quarter. Following this schedule allows students to earn an MSFSB in 15 months or part-time study. Courses are offered in the evening making it possible to combine professional and educational goals. For convenience and planning, each entering cohort will take classes on the same night each week for the duration of the program. Classes run from 4:30 p.m. – 7:10 p.m. and 7:15 p.m. – 9:55 p.m.; each term two Saturday classes are scheduled in addition to the weeknight classes, meeting from 9:00 – 11:00 a.m. and 12:00 – 2:30 p.m. Meals are provided for all MSFSB classes.

Admission Requirements

In addition to the requirements listed in the Sawyer Business School Graduate Programs sections of this catalog, all local applicants require an interview with the Program Director as the final step of the Admission Requirements. The candidate will be contacted by the Program Office to arrange for this interview.

MSFSB Curriculum

The MS in Financial Services and Banking Program consists of 30–45 credits, depending upon waiver status. Students may begin taking required MSFSB courses provided that they have successfully completed or waived the following:

Prerequisite MBA Core Courses (12 Credits)
*May be waived based upon prior academic work*

MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value–Based Financial Management

Prerequisite MBA Elective (3 Credits)
*Select one (1) course. May be waived based upon prior academic work.*

MBA 610 Organizational Behavior
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

MSFSB Required Courses (21 Credits)

MSF 800 Financial Statement Analysis
MSF 808 General Theory in Corporate Finance
MSF 810 Investment Analysis
MSF 814 Options and Futures
MSF 816 Financial Institutions Management
MSF 818 Econometrics
MSF 820 Financial Policy

**MSFSB Electives (9 Credits)**

*Select three (3) courses*

- BLLS 850 Banking Laws
- BLLS 860 Securities Regulation
- MSF 831 Portfolio Management
- MSF 863 International Financial Markets and Banking
- MSF 871 Advanced Banking Theory
- MSF 872 Bank Administration
- MSF 873 Marketing of Financial Services
- MSF 880 Investment Banking
- MSF 881 Real Estate Finance
- MSF 882 Financial Engineering
- MSF 884 Fixed Income Securities
- MSF 885 Risk and Insurance
- MSF 887 Fundamental Equity Analysis
- MSF 891 Seminars in Finance
- MSF 895 Master’s Thesis
- MGIB 850 London Financial Markets Global Travel Seminar

**Advising**

Upon entering the MSFSB Program at Suffolk, students are assigned an academic advisor by the Finance Department. Students are invited to discuss academic and career interests with their advisor. Advisors’ office hours are posted in the Finance Department, 9th floor of the Sawyer Building.

**Joint Degree Programs**

**MBA/MSF**
See MBA section of this catalog.

**JD/MSF**
The Juris Doctor/Master of Science in Finance (JD/MSF) 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 JD/MSF 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.

**Waivers**

Students with an MBA or holders of Bachelor Degrees in business may be eligible to waive some or all of the prerequisite MBA courses, allowing for completion of the program in as few as 108 credits.

**Program of Study**

MSF courses are offered in the evening, making it possible to combine professional and educational goals. Classes run from 4:30 – 7:10 p.m. and 7:15 – 9:55 p.m.; each term two
Saturday classes are scheduled in addition to the weeknight class, meeting from 9:00 – 11:00 a.m. and 12:00 – 2:30 p.m. Meals are provided for all MSF classes.

Admission Requirements

Students must be admitted to the Law School and the Sawyer Business School. Candidates for the JD/MSF must satisfy the admission criteria set forth by both the Law School and the Sawyer Business School. The JD/MSF requires the LSAT and the GMAT, however, in most cases the LSAT may satisfy the GMAT requirement. Applicants may apply during the first two years of Law School or after the first year as an MSF student. In addition to the requirements listed in the Sawyer Business School Graduate Programs section of this catalog, local candidates are required to complete an interview with the Program Director as the final step of the Admissions Requirements. Applicants will be contacted by the Program Office to schedule the interview once all necessary documents are filed with Graduate Admissions.

MSF Curriculum

The JD/MSF Program is a total of 108–117 credits, depending upon waiver status. In order to qualify for the JD/MSF degree, a student must obtain 78 credits in the law school and 30–39 credits from the Sawyer Business School. Students should see the Law School curriculum requirements for information on Law School course requirements. Students may begin taking required MSF courses provided that they have successfully completed or waived the following:

Prerequisite MBA Core Courses (12 Credits)
*May be waived based upon prior academic work.*

- MBA 622 Operations and Data Analysis
- MBA 630 Economic Analysis for Managers
- MBA 640 Corporate Financial Reporting and Control
- MBA 650 Value-Based Financial Management

Prerequisite MBA Elective (3 Credits)
*Select one (1) course. May be waived based upon prior academic work.*

- MBA 610 Organizational Behavior
- MBA 660 Marketing: The Challenge of Managing Value
- MBA 670 Information Systems for Competitive Advantage
- MBA 680 Managing in the Ethical and Legal Environment

MSF Required Courses (21 Credits)

- MSF 800 Financial Statement Analysis
- MSF 808 General Theory in Corporate Finance
- MSF 810 Investment Analysis
- MSF 812 Capital Budgeting
- MSF 814 Options and Futures
- MSF 818 Econometrics
- MSF 820 Financial Policy

MSF Electives (9 Credits)
*Choose between one and three, depending upon prerequisite course waivers.*

- BLLS 860 Securities Regulations
MSF 816 Financial Institutions Management
MSF 825 Multinational Financial Management
MSF 831 Portfolio Management
MSF 841 Financial Forecasting
MSF 851 Working Capital Management
MSF 863 International Financial Markets and Banking
MSF 871 Advanced Banking Theory
MSF 880 Investment Banking
MSF 881 Real Estate Finance
MSF 882 Financial Engineering
MSF 884 Fixed Income Securities
MSF 885 Risk and Insurance
MSF 887 Fundamental Equity Analysis
MSF 891 Seminar in Finance
MSF 895 Master’s Thesis
MGIB 850 London Financial Markets Global Travel Seminar

Advising

Upon entering the MSF Program at Suffolk, students are assigned an academic advisor by the Finance Department. Students are invited to discuss academic and career interests with their advisor. Advisors’ office hours are posted in the Finance Department, 9th floor of the Sawyer Building.

Accelerated Options

Accelerated MSF for Attorneys

As the legal world and the business world have become more connected attorneys are increasingly called upon to provide guidance in complex financial matters. As a corporate counsel, an attorney must be fully conversant in finance. Private practice attorneys are also becoming more and more involved in areas that require a keen grasp of finance.

Whether you want to enhance your knowledge of finance or transition to a new career, the Accelerated MSF for Attorneys program will help you reach your goals quickly and develop an added edge in a highly competitive field.

Waivers

Students with an MBA or holders of Bachelor Degrees in business may be eligible to waive some or all of the prerequisite MBA courses, allowing for completion of the program in as few as 15 months of part-time study.

Program of Study

The Accelerated MSF for Attorneys Program is ideal for working professionals and is also designed to accommodate students seeking full-time study. Ideally students follow our cohort schedule, which runs on a four-quarter-a-year calendar, with students taking two classes per quarter.
Following this schedule allows students to earn an MSF in 15 months of part-time study. Courses are offered in the evening, making it possible to combine professional and educational goals. For convenience and planning, each entering cohort will take classes on the same night each week for the duration of the program. Classes run from 4:30 – 7:10 and 7:15 – 9:55; each term two Saturday classes are scheduled in addition to the weeknight class, meeting from 9:00 – 11:30 and 12:00 – 2:30. Meals are provided for all classes.

Admission Requirements

In addition to the requirements listed in the Sawyer Business School Graduate Programs section of this catalog, candidates are required to complete an interview with the Program Director as the final step of the Admissions Requirements. Applicants will be contacted by the Program Office to schedule the interview once all necessary documents are filed with Graduate Admissions.

MSF Curriculum

The Accelerated MSF for Attorneys Curriculum consists of 30–39 credits, depending upon waiver status.

Students may begin taking required MSF courses provided that they have successfully completed or waived the following:

Prerequisite MBA Core Courses (12 Credits)

*May be waived based upon prior academic work.*

- MBA 622 Operations and Data Analysis
- MBA 630 Economic Analysis for Managers
- MBA 640 Corporate Financial Reporting and Control
- MBA 650 Value-Based Financial Management

MSF Required Courses (21 Credits)

- MSF 800 Financial Statement Analysis
- MSF 808 General Theory in Corporate Finance
- MSF 810 Investment Analysis
- MSF 812 Capital Budgeting
- MSF 814 Options and Futures
- MSF 818 Econometrics
- MSF 820 Financial Policy

MSF Electives (6–9 Credits)

*Select three if all prerequisite requirements are waived. Select two if some or none prerequisite requirements are waived.*

- BLLS 860 Securities Regulations
- MSF 816 Financial Institutions Management
- MSF 825 Multinational Financial Management
- MSF 831 Portfolio Management
- MSF 841 Financial Forecasting
- MSF 851 Working Capital Management
- MSF 863 International Financial Markets and Banking
- MSF 871 Advanced Banking Theory
Advising

Upon entering the MSF Program at Suffolk, students are assigned an academic advisor by the Finance Department. Students are invited to discuss academic and career interests with their advisor. Advisors' office hours are posted in the Finance Department, 9th floor of the Sawyer Building.

Certificate Programs

CPASF

The Certificate Program for Advanced Study in Finance (CPASF) is a pragmatic non-degree program designed for those who wish to further their expertise in finance, either to improve their own technical proficiency or to supervise or interact with finance professionals. The program provides an opportunity for qualified professionals to update their knowledge of modern finance theories and practices and to develop a competitive edge in the rapidly changing financial environment.

The program is suitable for working professionals whose responsibilities are currently, or expected to be financial in nature, or for those outside of the finance area who desire to understand financial thinking in order to compete effectively in the corporate marketplace. The program may be beneficial to recent graduates of a master’s program because new courses are designed to meet the challenges in the field of financial theory.

Admission Requirements

The program is available to individuals with a Master of Business Administration degree or a Master of Science degree in a business specialty. Those individuals with a baccalaureate degree in business who have sufficient professional experience and who have demonstrated their ability to do high quality academic work are also encouraged to apply. Consistent with the requirements of the AACSB International – The Association to Advance Collegiate Schools of Business – the criteria for admission to the program will be appropriate undergraduate and graduate grade point average and an appropriate score in the Graduate Management Admission Test (GMAT).

Curriculum

The program requires the completion of five courses at the 800–level selected from the area of Finance for a total of 15 credits (provided students demonstrate adequate proficiency in prerequisite coursework). Students design their program specifically to satisfy their needs and objectives, with a faculty advisor’s approval and consultation. Students may focus on a particular functional area.
Graduate Course Descriptions

Complete descriptions for Sawyer Business School courses including credit information and prerequisite requirements can be found by clicking on the department listed below.

Accounting
Business Law & Ethics
Entrepreneurship
Executive MBA
Finance
Global MBA Core & Required Courses
Health Administration
Information Systems and Operations Management
International Business
MBA Core & Required Courses
MBA Online Core & Required Courses
Marketing
MSF
Organizational Behavior
Strategic Management
Public Administration
Taxation

Accounting Courses

Course Number
ACCT–801

Course Name
Graduate Financial Accounting I

Pre-requisites
MBA 640

Course Credits
3.00-

Description
Students learn the practice of financial accounting and reporting under USGAAP. They explore the measurement and reporting of various asset, liability, and equity accounts; measurement and reporting of revenue, expense and net income; and the presentation and interpretation of financial statements. Pronouncements of authoritative sources such as the SEC, AICPA and the FASB are also studied. Reference is made to accounting practices in other countries and to pronouncements by the IASB.

Course Number
ACCT-802

Course Name
Graduate Financial Accounting II

Pre-requisites
ACCT 801 or permission of instructor

Course Credits
3.00-

Description
This course continues the treatment of financial accounting and reporting from ACCT 801. Students learn the US GAAP accounting treatment of corporate securities and derivative contracts, treasury stock, contingent and recognized liabilities - including post-retirement benefits, bonds and leases, and the allocation of corporate tax expense. Accounting for inflation and changing prices are also discussed.

Course Number
ACCT-803
Course Name
Graduate Financial Accounting III 513

Pre-requisites
ACCT 801 or permission of instructor

Course Credits
3.00-

Description
Building upon the treatment of financial accounting and reporting from ACCT 802, students learn the US GAAP accounting treatment of partnership and branch forms of organization, consolidations and business combinations. Governmental and not-for-profit methods of accounting are introduced.

Course Number
ACCT-804

Course Name
Cost Information, Decision and Control

Pre-requisites
ACCT 801 or MBA 640

Course Credits
3.00-

Description
Students learn the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing and variance analysis. They 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. They study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, and sourcing of products and services, and matching costing systems to strategy.
### Course Number

ACCT–805

### Course Name

Auditing and Assurance Services

### Pre-requisites

ACCT 802 or MBA 640

### Course Credits

3.00–

### Description

Students examine AICPA pronouncements and GAAS. They learn about internal audit programs and procedures and their interaction with the external audit and analytical review methods. Focusing on assurance services, students learn about quality and reliability of information for decision-making; assessment, management and auditing of risk; communication with markets, valuation issues, and audit risk; electronic data processing and commerce and system reliability issues.

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### Course Number

ACCT–806

### Course Name

Fraud Examination

### Pre-requisites

ACCT 801 or MBA 640

### Course Credits

3.00–

### Description

This course examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Methods of detection,
invesigation, and prevention of financial statement frauds and other types of financial–related frauds are covered.

Course Number
ACCT-810

Course Name
Tax Aspects of Business Decisions

Pre-requisites
MBA 640 or ACCT 801; and MBA 650

Course Credits
3.00–

Description
This course is designed to give students a broad introduction to several major areas of taxation. Taxation is a major economic force in our society and every business manager must have some knowledge of business and personal taxation. This course will enable managers to achieve a level of tax knowledge that will allow them to make more informed, strategic decisions and to recognize tax issues before they become serious problems. The primary focus of this course will be taxation in the corporate environment. However, an overview of tax aspects of other business entities will be provided.

Course Number
ACCT-824

Course Name
Corporate Financial Reporting and Analysis

Pre-requisites
ACCT 802 or MBA 640, and MBA 650

Course Credits
3.00–
**Description**

Students learn about 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.

**Course Number**

ACCT-825

**Course Name**

Corporate Financial Planning and Control

**Pre-requisites**

MBA 640 or ACCT 804

**Course Credits**

3.00–

**Description**

Students learn the importance of financial information to corporate strategy and assessment of key performance areas and principal sources of business risk. They develop a framework for designing responsible accounting systems to map corporate strategy, key performance indicators, and risk into the managerial organization and learn to balance financial and non-financial measures of performance. Students also research and study organizational issues around managerial incentives and performance measurement and creating a learning organization.

**Course Number**

ACCT-861

**Course Name**

Leadership in the Financial Professions

**Pre-requisites**

ACCT 865 or MBA 640
Course Credits

3.00-

Description

Students learn theories and practice of income measurement and valuation of assets and liabilities; accounting policy making and the standard setting process; the SEC, AICPA, FAF and FASB, and the FEI; and their respective roles in accounting policy and practice. They discuss aspects of professionalism and ethics for the public and corporate accountants. They learn about the limitation of liability, tort reform and the U.S. accounting profession, access to U.S. public financial markets, approaches to accounting measurement and standard setting in other countries, and the role of the IASB.

Course Number

ACCT-865

Course Name

Technology and Financial Information Systems

Pre-requisites

MBA-640 Or ACCT-802

Course Credits

3.00-

Description

Students learn how information management technologies affect the provision of disclosing financial information to management and to the financial markets. Students learn financial modeling to support planning and control processes, decision and executive support systems, database design, technical aspects of organizational communication and the implementation of internal controls; privacy and data security issues.

Course Number

ACCT-871

Course Name

Not-For-Profit Accounting & Control
Pre-requisites
MBA 640 or ACCT 802

Course Credits
3.00–

Description
This course covers fund accounting, encumbrance accounting, and GASB pronouncements, cost accounting and budgetary control for government and its agencies, medical, educational, religious and other nonprofit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

Course Number
ACCT–900

Course Name
Special Topics in Accounting

Pre-requisites
Instructor’s approval

Course Credits
3.00–

Description
This is an in-depth analysis of timely issues in the field of accounting. Specific topics are announced when the course is scheduled.

Course Number
ACCT–910

Course Name
Directed Individual Study in Accounting

Directed Individual Study in Accounting
Pre-requisites
Instructor's approval

Course 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.

Business Law & Ethics Courses

Course Number
BLLS–800

Course Name
Business Law

Pre-requisites

Course Credits
3.00–

Description
Students examine the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions and contracts, and business associations, including agency, partnership, corporation and trust forms of association. Aspects of property law as well as international dimensions are considered.

Course Number
BLLS–830

Course Name
Managing in the International Legal Environment
Pre-requisites
MBA 680 or MBA 730

Course Credits
3.00-

Description
Students focus on 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.

Course Number
BLLS-871

Course Name
Corporate Crime and Financial Fraud

Pre-requisites

Course Credits
3.00-

Description
The course will present an in-depth study of corporate crime and financial fraud using case law and recent major corporate debacles as case studies (i.e.: Enron–publicly traded energy company and Refco–Wall Street commodities trading firm) to explain theories of corporate, managerial, and third party professional criminal liability. These case studies will closely examine the particular financial accounting devices and schemes employed to defraud various stakeholders, the failure of the industry watchdogs to detect the fraudulent schemes, and the regulatory and legislative response aimed at restoring confidence in the marketplace. Other selected topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act (SOX), Foreign Corrupt Practices Act (FCPA),Organizational Sentencing guidelines and a selection of business financial crimes including mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes. As an introduction to corporate governance, the course will also provide a basic foundation in the finance, legal and economic principles that define the corporate entity as a business organization such as capitalization, basic tax principles, legal requirements, management structure, financing...
options and stock issuance.

Course Number
BLLS-900

Course Name
Special Topics in Business Law and Ethics

Pre-requisites

Course Credits
3.00-

Description
This is an in-depth analysis of timely special issues in the fields of business law and/or ethics. Topics vary by semester.

Course Number
BLLS-910

Course Name
Directed Individual Study

Pre-requisites

Course Credits
3.00-

Description
This is a student-initiated directed study project. Student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the dean of graduate programs prior to registration.

Entrepreneurship Courses

Course Number
MGES–826

Course Name
Writing the Business Plan

Pre-requisites
MBA 650

Course 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.

Course Number
MGES–836

Course Name
Managing the Family Business

Pre-requisites
MBA 610 or MBA 710

Course Credits
3.00–

Description
The business, personal and interpersonal issues associated with a family–owned and managed firm are explored in this course. Topics evaluated include: the competitive strengths and weaknesses in a family firm, dynamics of family interactions and the family business culture, conflictive resolution, estate planning, and planning for succession.
Course Number

MGES–900

Course Name

Special Topics

Pre-requisites

Course 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).

Course Number

MGES–901

Course Name

Business Startups

Pre-requisites

Course 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.

**Course Number**

MGES–905

**Course Name**

Corporate Entrepreneurship

**Pre-requisites**

**Course 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.

**Course Number**

MGES–906

**Course Name**

Global Innovation & New Product Development in Virtual Team

**Pre-requisites**
Course 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.

Course Number
MGES-909

Course Name
Green and Sustainable Business

Pre-requisites

Course 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.

Course Number
MGES–910

Course Name

E–Project Practicum

Pre–requisites

MGES 826

Course 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.

Course Number

MGES–912

Course Name

Entrepreneurship for the Bottom of the Pyramid

Pre–requisites

Course Credits

3.00–

Description

For innovators, entrepreneurs and marketers, the 4–plus billion customers at the bottom of the pyramid present a huge business opportunity for existing organizations and new businesses. The distribution of wealth and the capacity to generate incomes in the world can be captured in the form of an economic pyramid. At the top of the pyramid are the wealth with numerous opportunities for generating high levels of income. However, there are many people at the bottom of the pyramid earning, at times, less than two dollars per day. Converting the poor into active market participants requires radical innovation in business models and technology development.
through an approach that involves partnering to create innovative and sustainable win–win scenarios, without losing sight of remaining a profitable organization.

Executive MBA Courses

**Course Number**

EMBA–600

**Course Name**

Management Seminar

**Pre-requisites**

**Course Credits**

2.00–

**Description**

The Executive Management Seminar is comprised of activities, exercises, cases, and simulations, all of which are integrated to provide you with an introduction to self–awareness and leadership. The course provides you with the opportunity to learn about and experience first-hand the many complexities in the roles of top leaders and managers. The course is designed using experiential educational processes that help illustrate highly valuable insights students can apply to their leadership development.

**Course Number**

EMBA–610

**Course Name**

Organizational Behavior

**Pre-requisites**

**Course Credits**

3.00–

**Description**

Examines the fundamental principles underlying attitudes, motivations, and decision–making in
the workplace.

**Course Number**
EMBA-620

**Course Name**
Marketing Analytics

**Pre-requisites**

**Course Credits**
1.50-

**Description**
Introduces the general concepts and managerial applications of descriptive and inferential statistics using evidence from judgment, samples and processes. Includes basic probability theory, with applications of the Binomial, Poisson, Normal and Chi–Squared distributions; and the use of contingency tables, conditional probabilities, and tests of statistical significance. Introduces multivariate analysis with linear, nonlinear and multiple regression, with exercises in data mining with large data files. MS Excel is used throughout the course.

**Course Number**
EMBA-625

**Course Name**
Operations Management

**Pre-requisites**
EMBA 620

**Course Credits**
1.50-

**Description**
Taking place internationally, as part of the International Seminar, Operations Management is the systematic direction and control of the processes that transform inputs into finished goods and
services. These goods and services have characteristics that distinguish them in the marketplace, such as high quality, low cost, or rapid delivery. This course introduces the concepts and analytical methods useful in understanding management issues in manufacturing and service industries. Topics covered include manufacturing and service operations, supply chain management, total quality management, and forecasting.

Course Number

EMBA-630

Course Name

Economic Analysis for Managers Part I And Part II

Pre-requisites

Course Credits

1.50-

Description

EMBA 630 I: Develops the basic tools of microeconomic analysis with emphasis on business decision-making on organizational performance and competitiveness with respect to domestic and international business. Microeconomic topics covered include the price system, supply, and demand, market equilibrium, elasticity, utility theory and consumer choice, short-run and long-run costs and their impact on output decisions in perfect and imperfect markets, and the economics of labor markets, and other factor inputs in the production process. EMBA 630 II: Develops the basic tools of macroeconomic analysis with emphasis on business decision-making on organizational performance and competitiveness with respect to domestic and international business. Macroeconomic topics covered include national output and income, inflation, unemployment, personal consumption and government expenditures, business investment, the Federal Reserve System, money supply and demand, monetary policy, interest rates, aggregate demand and supply, supply side economics, international trade, comparative advantage, and the balance of payments, and exchange rates. This course is a continuation of EMBA 630 I.

Course Number

EMBA-640

Course Name

Corporate Financial Reporting & Analysis

Pre-requisites
Course 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.

Course Number
EMBA-650

Course Name
Value Based Financial Management Part I Or Part II

Pre-requisites
EMBA 620, EMBA 630, and EMBA 640 OR EMBA-720

Course Credits
1.50-

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.

Course Number
EMBA-660

Course Name
Marketing: Challenge of Managing Value

Pre-requisites
Course 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.

Course Number

EMBA-670

Course Name

Information Management for Competitive Advantage

Pre-requisites

EMBA 620

Course Credits

3.00–

Description

Focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. Examines decisions needed for effective deployment of IS and IT, such as selection of IT infrastructure, valuation of IT business models, and analysis of the operational benefits and risks. Introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT executives, users, and IT partners.

Course Number

EMBA-680

Course Name

Managing in the Ethical & Legal Environment Part I Or Part II
Pre-requisites

Course Credits
1.50-

Description
Applies multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives in successfully navigating an increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace and creating or limiting competitive opportunities.

Course Number
EMBA-770

Course Name
The Washington Campus

Pre-requisites

Course 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.

Course Number
EMBA-780

Course Name
Managing in the Global Environment Part I Or Part II

Pre-requisites
Complete EMBA core courses

**Course Credits**

1.50-

**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.

**Course Number**

EMBA-800

**Course Name**

Strategic Management

**Pre-requisites**

core courses

**Course 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.

**Course Number**

EMBA-899

**Course Name**
**Program Experiential**

**Pre-requisites**

**Course Credits**

4.00-

**Description**

The objective of the Program Experiential (Field Research Project) is to create a synergistic event that combines a student’s course work, research, and career business experience which will serve as the capstone of the EMBA Program. The event is a research-based application of what is learned in the classroom to the student’s professional work environment. This experiential is personally designed, business focused and built on the student’s own interests and career goals. Each student will be assigned a faculty member to facilitate the successful completion of this field research project.

**Course Number**

EMBA–900

**Course Name**

Emba Experiential: Field Research

**Pre-requisites**

**Course Credits**

4.00-

**Description**

The objective of the Experiential Field Research Project is to create a synergistic event that combines a student’s course work, research, and career business experience which will serve as the capstone of the Suffolk Executive MBA Program. The event is a research-based application of what is learned in the classroom to the student’s professional work environment. This experiential is personally designed, business focused and built on the student’s own interests and career goals. Each student will be assigned a faculty member to facilitate the successful completion of this field research project.

**Course Number**

EMBA–910
Course Name
Innovation & Design Strategy

Pre-requisites

Course Credits
3.00–

Description
Finance Courses

Course Number
FIN-800

Course Name
Financial Statement Analysis for Financial Institutions

Pre-requisites
MBA 650

Course Credits
3.00–

Description
The focus is on financial statement analyses of the financial services industry. Bank financial statement analysis with an emphasis on off-balance sheet lending and borrowing, capital structure issues, and savings and loans are studied. Innovations in mortgage–backed securities and asset–based financing techniques are analyzed. Additionally, the tax implications of various derivative securities is studied. Case studies and computer based assignments may be used.

Course Number
FIN-801

Course Name
Money & Capital Markets

Pre-requisites
MBA 650

Course 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.

Course Number
FIN-805

Course Name
Capital Management

Pre-requisites
MBA 750 or MBA 650

Course Credits
3.00-

Description
This course is designed to extend the body of knowledge acquired in MBA 650. Topics include: dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, risk and liability management.

Course Number
FIN-810

Course Name
Investment Analysis

Pre-requisites
MBA 750 or MBA 650

Course 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.

Course Number
FIN–812

Course Name
Capital Budgeting

Pre-requisites
MBA 650

Course 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.

Course Number
FIN–814

Course Name
Options and Futures

Description

Pre-requisites
FIN 805 or FIN 810

Course 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.

Course Number
FIN-831

Course Name
Portfolio Management

Pre-requisites
FIN 810

Course 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.

Course Number
FIN-900

Course Name
Special Topics in Finance
Pre-requisites
MBA 650

Course 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.

Course Number
FIN–910

Course Name
Directed Individual Study

Pre-requisites
Instructor’s approval required

Course 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.

Global MBA Courses

Course Number
GMBA–601

Course Name
Introduction to Global Business
Pre-requisites

Course Credits

1.00-

Description

This 1-day introductory course is required for all entering Global MBAs during their first semester in the program. Students are introduced to the theme of global leadership and globalization. Students will gain an understanding of their own assumptions, expectations, and projections around authority and leadership and how these influence the way in which they engage in the world. Through highly interactive exercises, students will have an opportunity to exercise leadership and learn how to analyze their effectiveness as leaders. Students will explore the terms global and globalization by looking at two contrasting points of view: the pro-Globalization and the contra-Globalization positions. Students will form teams, and utilizing their personal experiences, readings, and websites develop a presentation and arguments to debate the issue of globalization.

Course Number

GMBA-800

Course Name

Global Internship

Pre-requisites

Restricted to full time GMBA students only. With permission of Dean Hallberg only

Course Credits

6.00-

Description

For three months, GMBA students are required to complete a full-time professional internship in a country outside their native country, putting their newly-acquired global business knowledge to the test in a real-world global business setting. Students may intern in a variety of industries including consumer products, e-commerce, economic development, energy, finance, industrial manufacturing, pharmaceutical, professional service, high technology, telecommunications, and travel. Employers may include start-ups, joint ventures, and global corporations. Global internships are supervised by GMBA faculty, and culminate in a 2 week capstone seminar. Restricted to GMBA students only.
Course Number
GMBA-850

Course Name
Capstone Seminar

Pre-requisites
restricted to GMBA students only. With permission of Dean Hallberg only.

Course Credits
1.00-

Description
Following their global internships, GMBA students return to Boston for a two week capstone seminar, during which they complete a pre-approved comprehensive research project which builds on shared learnings from their global experiences and revisits their original personal academic and professional goals.

Course Number
GMBA-902

Course Name
Global Experiential Research Project

Pre-requisites
MBA-780; GMBA Students Only

Course Credits
3.00-

Description
Supervised by a faculty mentor, part-time Global MBAs are required to complete a global business research project during the last semester of their program, either with their current employer or another company involved in or seeking involvement in global business. The project will explore a real-time or prospective global business issue, challenge, or process. Students will apply the
knowledge and skills acquired from coursework completed in the Global MBA, with specific focus on their concentration in either international finance or international marketing. Learning objectives, topic, and bibliography must be agreed upon by both the student, faculty mentor, and, where appropriate, employer designee. The final outcome shall be a substantive paper with a formal presentation in G MBA 850, the Global Capstone Seminar.

Health Administration Courses

**Course Number**

HLTH–700

**Course Name**

Graduate Communication and Information Technology for Health

**Pre-requisites**

**Course Credits**

1.00–

**Description**

This introductory class, required for all MHA students, covers key topics including professional writing and presenting, learning through case analysis, essential computer programs and skills, and use of electronic databases for research. In the last class, essential competencies of future healthcare leaders are explored.

**Course Number**

HLTH–701

**Course Name**

Health Systems I

**Pre-requisites**

**Course 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.

Course Number
HLTH-702

Course Name
Health Systems II

Pre-requisites

Course Credits
3.00-

Description
This course provides an overview of more advanced topics in health economics and current controversies in the professional health administration literature. Among other topics, we will examine economic behavior in the health services and insurance markets, analyze publicly supported medical programs, and assess the economics of government regulation.

Course Number
HLTH-824

Course Name
Healthcare Accounting

Pre-requisites

Course Credits
1.50-

Description
This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organizations’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.

**Course Number**

HLTH-825

**Course Name**

Legal Environment of Healthcare

**Pre-requisites**

**Course 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.

**Course Number**

HLTH-826

**Course Name**

Healthcare Financial Management

**Pre-requisites**

**Course 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.

**Course Number**

HLTH-828

**Course Name**

Managerial Epidemiology

**Pre-requisites**

**Course Credits**

1.50-

**Description**

A broad range of public health issues adds to the complexity of managing today’s health organization. Marshaling scarce resources while addressing growing community need is a serious leadership challenge. This course will provide the student with the knowledge and skills to apply principles and techniques of epidemiology in planning and delivering health services to a specific community. Specific attention is given to opportunities identified in the Health People 2010 initiative.

**Course Number**

HLTH-830

**Course Name**

Healthcare Operations Management

**Pre-requisites**

**Course Credits**

1.50-

**Description**

Students are introduced to analytic tools and techniques as queuing theory, linear programming schedule optimization, capacity planning, and inventory management all applied in the context of healthcare organizations. (MHA, MPA/Health Students only).
Course Number
HLTH-831

Course Name
Performance Improvement and Patient Safety

Pre-requisites

Course 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 seven-week course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

Course Number
HLTH-832

Course Name
Health Policy

Pre-requisites

Course 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.
Course Number
HLTH–834

Course Name
Disability & Public Policy

Pre-requisites

Course Credits
3.00–

Description
Students review the history of the disability rights movements, disability laws, and court decisions, including housing, employment, and transportation. Recreation/sports issues and the basics of universal design also are covered.

Course Number
HLTH–835

Course Name
Health Marketing & Communication

Pre-requisites

Course 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.
Course Number
HLTH-838

Course Name
Organizational Change in Healthcare

Pre-requisites

Course 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; 47 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. Key Questions to be Answered 1. What is organizational change? 2. Why is the ability to create desired change so important? 3. What are key external factors that require healthcare organizations to change? 4. What are key internal factors that require healthcare organizations to change? 5. What aspects of a healthcare organization may be supportive of desired change? 6. What aspects may resist and impede desired change? 7. What steps can healthcare organizations take to design and implement successful and lasting change? 8. Where is the greatest leverage for achieving desired change? 9. What are the key requirements for success?
HLTH-840

**Course Name**
Global Health Needs & Organizations

**Pre-requisites**

**Course 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.

**Course Number**
HLTH-841

**Course Name**
Global Health Policy

**Pre-requisites**

**Course 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.

**Course Number**
HLTH-850
Course Name
Health Information Systems

Pre-requisites

Course Credits
1.50-

Description
This course provides an overview of the use of information technology in health administration. Topics range from public health field applications using geographic information systems and the global positioning system to in-hospital information technology applications in patient medical records, ancillary services, and reimbursement. Emerging applications (e.g., radio frequency identification tags) will be explored. (Prerequisite Health Systems I).

Course Number
HLTH-860

Course Name
Leadership & Ethics in the Health Organization

Pre-requisites

Course Credits
3.00-

Description
This course introduces the healthcare student to concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare. (Prerequisite Health Systems I).

Course Number
HLTH-890

Course Name
Healthcare Strategic Management

**Pre-requisites**

**Course Credits**

3.00–

**Description**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for Healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using provocative case studies from healthcare and other fields, students conduct sophisticated internal assessments of organizational strengths and weaknesses as well as external assessments of opportunities and threats/challenges, identify strategic and operational issues, and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest (e.g., the nursing shortage). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for what to do next.

**Course Number**

HLTH–900

**Course Name**

Health Special Topics

**Pre-requisites**

**Course Credits**

1.50– 3.00

**Description**

**Course Number**

HLTH–904

**Course Name**
Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

Pre-requisites

HLTH 831

Course 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. Learner Objectives 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 sensemaking 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.

Course Number

HLTH-907

Course Name

Innovation: the Future of Healthcare

Pre-requisites

Course Credits

3.00-

Description
Innovations in technology, products, practices, and organization are continually re-shaping healthcare. In fact, innovation in healthcare will be a constant into the distant future. The outcomes of healthcare innovation will evolve over time, as will the processes through which innovation is developed and then adopted by healthcare providers and consumers. For these reasons, every healthcare leader and manager must understand the causes and effects of innovation as well as how to successfully initiate and manage innovation. The primary purpose of this course is to build students’ skills as both thinkers and doers, helping them to better anticipate, work with, and lead innovation in healthcare. The course covers innovation in the organization and delivery of healthcare services as well as in the development and use of nanotechnology, pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation. Those players include university researchers, medical products and technology companies, healthcare professionals and delivery organizations, and government agencies. The course also examines selected current healthcare innovations and trends as well as innovations that are expected in the future. This will enable students to become better futurists who can anticipate innovation and its implications for healthcare and, as a result, position themselves as effective leaders, managers and consumers of innovation.

Course Number
HLTH-908

Course Name
Organizational Behavior in Healthcare

Pre-requisites

Course Credits
3.00-

Description
This course provides a framework for understanding, diagnosing, and acting to improve individual, group, and system-wide effectiveness in health services organizations. The conceptual framework is derived from organizational behavior research and applied to health services organizations. Topics this course addresses and integrates include: organizational structure, governance and control; communication; leadership and motivation; conflict and interpersonal relations; power and politics; organizational culture; and organizational change. Case studies, brief lectures, student presentations, and experiential exercises are used throughout the course.

Course Number
HLTH-910
Course Name
Directed Individual Study

Pre-requisites
HLTH 701

Course 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.

Course Number
HLTH-911

Course Name
Healthcare Internship

Pre-requisites
HLTH 701

Course Credits
0.00– 3.00

Description
The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 300 hours of supervised work in that healthcare organization; attend seminars to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the students future professional.
Course Number
HLTH-912

Course Name
Applied Research Methods for Healthcare Management

Pre-requisites

Course Credits
3.00-

Description
Growth of evidence-based management in healthcare parallels the growth of evidence-based medical practice. Management decisions that are evidence-based will support effective leadership, particularly in today’s healthcare organizations, whose diverse stakeholders must be brought together around shared goals. Managers who base decisions on evidence must be knowledgeable and critical consumers of published research and they must be capable of designing, carrying out, and presenting valid and meaningful research within their own organizations. For example, they must be able to assess need for healthcare services, plan organizational improvements, and evaluate the impact and effectiveness of management decisions. 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.

Course Number
HLTH-916

Course Name
Healthcare Human Resources Management

Pre-requisites

Course Credits
3.00-
Description

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.

Information Systems and Operations Management Courses

Course Number

ISOM-813

Course Name

Information Systems Analysis and Design

Pre-requisites

MBA 740 or MBA 670 inactive course July 27 2004 12:51pm Stacey Taylor

Course Credits

3.00-

Description

Covers the concepts, techniques and tools used in the analysis, design and implementation of information systems from both conceptual and practical perspectives. Fundamental information systems concepts, a systems life cycle approach and various systems analysis tools are used to solve business problems. A variety of pedagogical tools will be used including lectures, cases, assignments and a project involving the design, analysis and prototyping of an information system with its databases. From the initial project scope and definition of system requirements, database schema, application architecture and GUI, the student uses industry standard templates to prepare a real life case study.

Course Number

ISOM-815

Course Name
Database Management

**Pre-requisites**

MBA 740 or MBA 670, or permission of Instructor

**Course Credits**

3.00-

**Description**

Provides an understanding of the importance of information as an organizational resource and its role in an information system. Students will learn how data management techniques can address an organization’s information management problems. Techniques for data modeling and database design will be emphasized. Strategies for managing an organization’s information resources in various environments including distributed and client/server, and data warehousing will also be covered. Specific DBMSs, including Microsoft Access, will be described, used, and applied to business problems.

**Course Number**

ISOM-824

**Course Name**

E-Commerce Web Design

**Pre-requisites**

MBA 670 or MBA 740

**Course Credits**

3.00-

**Description**

Introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites. Topics will include website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, animation, and prototyping. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.
Course Number
ISOM-825

Course Name
Business Data Communications

Pre-requisites
MBA 740 or MBA 670

Course Credits
3.00-

Description
This course introduces concepts, terminology, management issues, and business applications of data communications. It covers local and wide-area networking technologies, evolving standards, voice and data integration, and the Internet. Includes applications of technology to business problems through case studies and guest speakers. Research projects help students develop a clear understanding of the crucial roles of data communications in organizations as an enabling technology for competitive advantage.

Course Number
ISOM-826

Course Name
E-Commerce Strategy

Pre-requisites
MBA 670

Course Credits
3.00-

Description
This course introduces the various technologies associated with electronic commerce. Provides an understanding on how organizations utilize these technologies for the fulfillment of goals and to
provide a competitive advantage. Focuses on the business implications and impact of Internet technologies, ensuring an appropriate fit between an organization's goals and its use of this technology, and strategies for leveraging E-Commerce.

Course Number
ISOM-830

Course Name
Business Transformation With IT

Pre-requisites
MBA 670

Course Credits
3.00-

Description
This course provides students with a framework and the skills to analyze and design the effective transformation of business and operations involving the innovative applications of information technologies to create value and competitive advantages within a fast changing environment of globalization and e-commerce.

Course Number
ISOM-900

Course Name
Special Topics in Information Systems

Pre-requisites
Prerequisites dependent on topic.

Course Credits
3.00-

Description
Specific topics are announced when the course is scheduled. An example of Topics are: Security and Privacy Students are introduced to the basics of information security & privacy including the legal and ethical issues. Common types of computer attacks and counter-attacks are addressed. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be analyzed and several labs done on the same to connect theory to practice. Best practices for planning and auditing security and privacy will also be covered. Global Operations Management This course focuses on the applications of operations management in a global business environment and the important of human factors in global operations management. Topics covered in this course include global operations strategy, distribution management, information management, financial management, human resource management, cultural impact on global operations, and managing international service operations. Prerequisites may vary depending on course topic.

Course Number

ISOM–901

Course Name

Supply Chain Management

Pre-requisites

Course Credits

3.00–

Description

A supply chain is the network of organizations that collaborate to transform materials, and distribute final products to customers. No company can do better than its supply chain. If designed and managed properly, supply chains are a crucial source of competitive advantage for both manufacturing and service organizations. Effective management of supply chains is a tremendous challenge for most firms which, paradoxically, can also be a great opportunity. Supply chain improvement and innovation have become even more pressing with shrinking product life cycles, expanding product and service variety, and intensifying market competition. For managers in operations and marketing, this course introduces the fundamental principles and techniques for effective management of supply chains. For managers in accounting and finance, this course presents methodologies for assessing supply chain impacts on firms' performance.

Course Number

ISOM–910

Course Name

Directed Individual Study
Pre-requisites

MBA 740 or MBA 670 and permission of instructor

Course Credits

3.00-

Description

This is a student-initiated directed study project. Student and faculty member must concur on a written proposal, final report, and grading criteria. The project must be approved by the ISOM department chair and graduate program’s office prior to registration.

International Business Courses

International Business Concentration

Choose four** from the following

target=_blank>ACIB 810  Tax Aspects of Business Decisions

Course Number

ACIB–872

Course Name

Multinational Financial Analysis and Control

Course Credits

3.00-

Description

'Students develop an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. They 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. They will assess how differences in industrial and ownership structures affect accounting performance measurement. They will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.'

ACIB 872  Multinational Financial Analysis and Control
**Course Number**

BLLS–830

**Course Name**

Managing in the International Legal Environment

**Course Credits**

3.00–

**Description**

'Students focus on 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.'

BLLS 830 Managing in the International Legal Environment

**Course Number**

FNEC–810

**Course Name**

The Manager in the Global Economy: Trade Issues and Policy

**Course 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.'

FNEC 810 The Manager in the Global Economy: Trade Issues and Policy
FNIB–825

Course Name
Multinational Financial Management

Course Credits
3.00–

Description
'Corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.'

FNIB 825  Multinational Financial Management

Course Number
FNIB–901

Course Name
Global Investment Analysis and Derivatives

Course Credits
3.00–

Description
'Students are introduced to investments and derivatives: investment procedures, basic analytical techniques and, factors influencing risk/return tradeoffs. A variety of models are discussed, including the CAPM (Capital Asset Pricing Model), discounted cash flow models, and relative valuation models. The focus then moves to the global financial markets, such as global debt and equity markets. The course also involves virtual trading and team projects. The second half of the course introduces the use of derivative securities and strategies to control and monitor risk. As the business world grows more globalized, understanding of derivative securities gets more important, particularly for corporate managers dealing with currency risk. Though the topics contain somewhat complicated mathematics and statistics, the emphasis is more on strategy. Corporate managers need to be well versed in strategies of derivatives and risk management involving global risks. The primary derivative types discussed are options, swaps and futures. The primary risks discussed are foreign credit risk, multinational interest rate risk, and currency risk.'

FNIB 901  Global Investment Analysis and Derivatives
Course Number
FNIB-902

Course Name
Global Capital Markets, Financial Institutions and Risk Management

Course Credits
3.00–

Description
'The course introduces students to the structure and management of international financial-services firms and capital markets in which these firms operate. It examines the theory and evolution of financial institutions, international regulatory institutions and global capital markets. It also introduces students to the methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk.'

FNIB 902  Global Capital Market and Risk Management

Course Number
FNIB-903

Course Name
Capital Budgeting in a Global Environment

Course 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.'

FNIB 903  Valuation and Capital Budgeting in a Global Environment

**Course Number**

MGIB–835

**Course Name**

International Strategy

**Course 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.'

MGIB 835 International Strategy

**Course Number**

MGIB–850

**Course Name**

Global Travel Seminar

**Course 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.

MGIB 850 Global Travel Seminars

Course Number

MGIB–855

Course Name

Business in China

Course Credits

1.50– 3.00

Description

'The purpose of this course is to provide a rudimentary introduction to business in China. The main course components include: a fundamental overview of economic, political, and historical issues of China; a discussion on the cultural differences of US and China business practices; consideration of the alternate forms of business in China (e.g. Chinese international business, US multinational business, and small firm China/US business); and China current events. We will also engage in a US/China business negotiation simulation.'

MGIB 855 Business in China

Course Number

MKIB–903

Course Name

Global Branding and Communication In Global Markets

Course 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.'

MKIB 812 Global Branding and Communication Strategies (formerly MKIB 903)

Course Number
MKIB-902

Course Name
Managing Relationships in the Global Supply Chain

Course 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.'

MKIB 816 Managing Relationships in the Global Supply Chain (formerly MKIB 902)

Course Number
MKIB-817

Course Name
International Marketing

Course 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.

MKIB 817 International Marketing

Course Number
MKIB-900

Course Name
Special Topic: International Business

Course Credits
3.00-

Description
An in-depth analysis of timely special issues in the field of international marketing. Specific topics vary by semester.

MKIB 900 Special Topics in International Business

MKIB 901 Global Perspectives in Consumer Marketing

Course Number
TAX-874

Course Name
U.S. International Taxation II

Course Credits
3.00-

Description

TAX 865 International Taxation I
TAX 874 International Taxation II
*Some courses may require prerequisites.

**Only 2 MKIBs allowed. Only 2 FNIBs allowed. If you are interested in an international finance or an international marketing concentration, see our [Global MBA](#).

**MBA / Online MBA Courses**

**Selecting Your Suffolk MBA Online Courses**

Suffolk MBA Online offers all MBA core and required courses, and a large number of electives, **fully online**.

Most courses are taught by Suffolk faculty and include a required 90-minute weekly live chat to insure interactive learning.

As a Suffolk MBA Online student, you can increase your menu of courses by taking advantage of the program’s flexibility. Complement your online courses with Suffolk MBA courses at our main Boston campus; and at our off-site location in North Andover.

Non–Massachusetts Suffolk MBA Online students may enroll in two campus–based courses (six credits) at an AACSB International accredited MBA program near their home. See our Transfer Credit policy.

Visiting students in good academic standing, from other graduate programs, are always welcome to enroll in Suffolk MBA Online courses.

**Suffolk MBA Courses Offered Online**

**MBA Introductory Course**

**Course Number**

MBA–600

**Course Name**

Effective Career Planning

**Course Credits**

1.00–

**Description**

‘A hands–on behavioral simulation run in teams, this course highlights the interpersonal dynamics that occur between people as they address strategic and operating issues; issues that often involve departmental interdependencies, power relationships, and judgment. MBA 600 emphasizes
experiential learning through doing. Working in teams, students assume different roles in the organization. Each role contains extensive information on past business decisions and correspondence on current issues, problem symptoms, and decision situations.’

MBA 600—Effective Career Planning

**MBA Core Courses may be waived**

### Course Number

MBA–610

### Course Name

Organizational Behavior

### Course Credits

3.00–

### Description

‘This course explores human behavior and the overall functioning of organizational structures on three levels: the individual, the group, and the organization. Theoretical bases of behavior are used to provide understanding of people’s attitudes, motives, and behaviors in group and organizational settings as they relate to leadership, motivation, power, perceptions, group dynamics, communication, diversity, organizational culture, and decision making.’

MBA 610—Organizational Behavior

[MBA 622–Statistical Methods](#)

### Course Number

MBA–630

### Course Name

Economic Analysis for Managers

### Course 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.'

MBA 630–Economic Analysis for Managers

Course Number

MBA–640

Course Name

Corporate Financial Reporting and Control

Course Credits

3.00–

Description

'Students explore the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. Students learn skills in how to use accounting information to analyze the performance and financial condition of a company, facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. Students with no prior background in accounting complete a programmed instruction in the mechanics of double entry accounting at the start of the course.'

MBA 640–Corporate Financial Reporting and Control

Course Number

MBA–650

Course Name

Value Based Financial Management

Course 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.'
MBA 650 – Value-Based Financial Management

Course Number
MBA–660

Course Name
Marketing: the Challenge of Managing Value

Course Credits
3.00–

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

MBA 660 – Marketing: The Challenge of Managing Value

Course Number
MBA–670

Course Name
Information Management for Competitive Advantage

Course Credits
3.00–

Description
'This course focuses on exploiting information systems (IS) and information technology (IT) for a competitive advantage. It explores the impact of IS and IT on the internal and external environments of organizations. It examines decisions needed for effective deployment of IS and IT, such as IT infrastructures selection, valuation of IT business models, and analysis of the operational benefits and risks. The course also introduces students to the opportunities and challenges of managing technology activities to meet the needs of business executives, IT
executives, users, and IT partners.'

MBA 670–Information Management for Competitive Advantage

Course Number
MBA–680

Course Name
Managing in the Ethical & Legal Environment

Course 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.'

MBA 680–Managing in the Ethical and Legal Environment

Required Global Course

Course Number
MBA–780

Course Name
Managing in Global Environment

Course Credits
3.00–

Description
'This course introduces the student to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include: economic environment, free trade and regional integration, foreign direct investment, exchange rate determination and relevant government policies; the decision to go international;
MBA 780—Managing in the Global Environment

Required Capstone Course

Course Number
MBA–800

Course Name
Strategic Management

Course Credits
3.00–

Description

'In this course, students will develop a multi-functional general management perspective. Students will be required to integrate and apply knowledge and techniques learned in the core courses of the MBA program. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. Students will achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.'

MBA 800—Strategic Management

Electives

Accounting

ACCT 801 Graduate Financial Accounting I

Course Number
ACCT–804

Course Name
Cost Information, Decision and Control

Course Credits
Description

'Students learn the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing and variance analysis. They 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. They study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, and sourcing of products and services, and matching costing systems to strategy.'

Course Number

ACCT–804

Course Name

Cost Information, Decision and Control

Course Credits

3.00–

Description

'Students learn the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, setting goals and monitoring performance, standard costing and variance analysis. They 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. They study analysis in support of decisions, such as pricing, setting product line and customer profitability policy, and sourcing of products and services, and matching costing systems to strategy.'

ACCT 804–Cost Information, Decision and Control

ACCT 805  Auditing and Assurance Services

Course Number

ACCT–824

Course Name

Corporate Financial Reporting and Analysis
**Course Credits**

3.00-

**Description**

'Students learn about 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.'

ACCT 824–Corporate Financial Reporting and Analysis

**Course Number**

ACCT–825

**Course Name**

Corporate Financial Planning and Control

**Course Credits**

3.00-

**Description**

'Students learn the importance of financial information to corporate strategy and assessment of key performance areas and principal sources of business risk. They develop a framework for designing responsible accounting systems to map corporate strategy, key performance indicators, and risk into the managerial organization and learn to balance financial and non-financial measures of performance. Students also research and study organizational issues around managerial incentives and performance measurement and creating a learning organization.'

ACCT 825–Corporate Financial Planning and Control

**Course Number**

ACCT–865

**Course Name**

Technology and Financial Information Systems

**Course Credits**
3.00- Description

'Students learn how information management technologies affect the provision of disclosing financial information to management and to the financial markets. Students learn financial modeling to support planning and control processes, decision and executive support systems, database design, technical aspects of organizational communication and the implementation of internal controls; privacy and data security issues.'

ACCT 865 – Technology and Financial Information Systems

Entrepreneurship

MGES 906 – Global New Product Innovation and Virtual Teams
MGES 907 – Problem Solving in Business
MGES 826 – Writing the Business Plan

Course Number

MGES–901

Course Name

Business Startups

Course 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 901–Business Start-Ups
MGES 905 – Corporate Entrepreneurship
MGES 912 – Entrepreneurship for the Bottom of the Pyramid
**Course Number**

MGSM-832

**Course Name**

Venture Capital Finance

**Course Credits**

3.00-

**Description**

MGSM 832—Venture Capital Finance

**Course Number**

MGSM-833

**Course Name**

Corporate Innovation

**Course Credits**

3.00-

**Description**

'MGSM 833 examines how companies develop and leverage technological and innovative capabilities in order to exploit market opportunities. The course addresses the following questions: How do new technologies and new business models create market opportunities for both incumbent firms and new start-ups? What types of innovations are most likely to favor established versus start-up firms? Course work will examine the best practices of innovative companies in a wide range of industries and the factors that influence innovation success or failure.'

MGSM 833—Corporate Innovation

**Finance**

**Course Number**

FIN-801
Course Name
Money & Capital Markets

Course 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.'

FIN 801–Money and Capital Markets

Course Number
FIN–810

Course Name
Investment Analysis

Course 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.'

FIN 810–Investment Analysis

Course Number
FIN–814

Course Name
Options and Futures
Course 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.'

FIN 814–Options and Futures

Course Number

FNIB–825

Course Name

Multinational Financial Management

Course Credits

3.00-

Description

'Corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.'

FNIB 825–Multinational Financial Management

Course Number

MGSM–832

Course Name

Venture Capital Finance

Course Credits

3.00-

Description
MGSM 832—Venture Capital Finance

Information Systems

Course Number
ISOM–815

Course Name
Database Management

Course Credits
3.00–

Description
'Provides an understanding of the importance of information as an organizational resource and its role in an information system. Students will learn how data management techniques can address an organization's information management problems. Techniques for data modeling and database design will be emphasized. Strategies for managing an organization’s information resources in various environments including distributed and client/server, and data warehousing will also be covered. Specific DBMSs, including Microsoft Access, will be described, used, and applied to business problems.'

ISOM 815—Database Management

Course Number
ISOM–824

Course Name
E-Commerce Web Design

Course Credits
3.00–

Description
'Introduces the concepts, vocabulary, and procedures associated with e-commerce web design. Students will learn how to conceptualize and design professional websites. Topics will include
website evaluation, information architecture, customer and task analysis, usability testing, web-hosting options, typography, color composition, screen layout, navigation and cascading style sheets. Students will learn practical skills and techniques in projects involving digital photography, image editing, multimedia, animation, and prototyping. ISOM 824 will also cover important web design themes such as accessibility, globalization, personalization and trust.'

ISOM 824–E-Commerce Web Design

Course Number
ISOM–825

Course Name
Business Data Communications

Course Credits
3.00–

Description
'This course introduces concepts, terminology, management issues, and business applications of data communications. It covers local and wide-area networking technologies, evolving standards, voice and data integration, and the Internet. Includes applications of technology to business problems through case studies and guest speakers. Research projects help students develop a clear understanding of the crucial roles of data communications in organizations as an enabling technology for competitive advantage.'

ISOM 825–Business Data Communications

Course Number
ISOM–826

Course Name
E-Commerce Strategy

Course Credits
3.00–

Description
'This course introduces the various technologies associated with electronic commerce. Provides an
understanding on how organizations utilize these technologies for the fulfillment of goals and to provide a competitive advantage. Focuses on the business implications and impact of Internet technologies, ensuring an appropriate fit between an organization’s goals and its use of this technology, and strategies for leveraging E-Commerce.

ISOM 826—E-Commerce Strategy

Course Number

ISOM-900

Course Name

Special Topics in Information Systems

Course Credits

3.00

Description

'Specific topics are announced when the course is scheduled. An example of Topics are: Security and Privacy Students are introduced to the basics of information security & privacy including the legal and ethical issues. Common types of computer attacks and counter-attacks are addressed. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be analyzed and several labs done on the same to connect theory to practice. Best practices for planning and auditing security and privacy will also be covered. Global Operations Management This course focuses on the applications of operations management in a global business environment and the important of human factors in global operations management. Topics covered in this course include global operations strategy, distribution management, information management, financial management, human resource management, cultural impact on global operations, and managing international service operations. Prerequisites may vary depending on course topic.'

ISOM 900—Project Management Tools

International Business

Course Number

FNIB-825

Course Name

Multinational Financial Management

Course Credits
3.00-

Description

'Corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.'

FNIB 825–Multinational Financial Management

Course Number

MKIB–817

Course Name

International Marketing

Course 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.'

MKIB 817–Global Marketing

*Global Travel Seminars—(offered on Boston campus–3 class meetings in Boston and 1–week travel to country)

Marketing

Course Number

MKT–810

Course Name

Marketing Research for Managers

Course 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 810–Marketing Research for Managers

Course Number

MKT–814

Course Name

Strategic Marketing

Course 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 814–Strategic Marketing

Course Number

MKT–820

Course Name

Sales Management

Course 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 820–Sales Management

Course Number

MKT–840

Course Name

One-To-One Marketing

Course Credits

3.00–

Description

‘Individualized marketing is one of the fastest growing avenues for targeting customers. This course explores the philosophies underlying individualized marketing including one-to-one marketing, customer relationship management, and mass customization. In addition, the tools of direct marketing including direct mail, catalogs, telemarketing, and online activities are examined. The class will review and discuss books, academic and practitioner articles, and case studies concerning this topic.’

MKT 840–One-to-One Marketing

Course Number

MKIB–817

Course Name

International Marketing

Course 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.’

MKIB 817–Global Marketing
Organizational Behavior

**MGOB 900 – Special Topics in Organizational Behavior**

**Course Number**

MGOB–825

**Course Name**

Human Resource Management

**Course Credits**

3.00–

**Description**

‘For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.’

MGOB 825–Human Resource Management

Strategic Management

**Course Number**

MGSM–833

**Course Name**

Corporate Innovation

**Course Credits**

3.00–

**Description**

‘MGSM 833 examines how companies develop and leverage technological and innovative capabilities in order to exploit market opportunities. The course addresses the following questions: How do new technologies and new business models create market opportunities for both incumbent firms and new start-ups? What types of innovations are most likely to favor established versus start-up firms? Course work will examine the best practices of innovative...’
companies in a wide range of industries and the factors that influence innovation success or failure.

MGSM 833–Corporate Innovation

**Taxation**

**Course Number**

TAX–801

**Course Name**

Issues in Federal Taxation

**Course Credits**

3.00–

**Description**

'Introduces tax issues as they affect the sole proprietor. Emphasis is given to business questions that are reflected on the individual tax return.'

TAX 801–Issues in Federal Taxation

**Marketing Courses**

**Course Number**

MKT–810

**Course Name**

Marketing Research for Managers

**Pre-requisites**

MGQM W700 or MBA 620; and MBA 660 (formerly MBA 710)

**Course 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.

Course Number

MKT-813

Course Name

Advertising and Brand Promotion

Pre-requisites

MBA 660 (formerly MBA 710), Students who have taken MKIB 903 are not eligible to take this course.

Course Credits

3.00-

Description

This course deals with all aspects of advertising and integrated marketing communication. Included are the creation and development of communication strategy (i.e. marketing research, target market selection, positioning, testing, etc.) and integrated communication tactics (i.e. advertising, public relations, sales promotion, direct marketing, media selection, etc.), as well as measurement and evaluation. Formerly MKT 813 Integrated Marketing Communication.

Course Number

MKT-814

Course Name

Strategic Marketing

Pre-requisites

MBA 660 (formerly MBA 710)

Course 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.

Course Number

MKT-815

Course Name

Consumer Behavior

Pre-requisites

MBA 660 (formerly MBA 710), Students who have taken MKIB 901 are not eligible to take this course

Course Credits

3.00-

Description

Since consumers are at the center of the value creation activities of businesses, an understanding of consumer thoughts, feelings, and actions is critical for business success. The objective of this course is to focus on the acquisition, consumption, and disposal behaviors of consumers. Students begin by examining their own consumption behaviors and around mid-semester take on the role of managers who are faced with problems that require consumer insight. The class uses a mix of lecture, projects, debates, and case studies to foster discussion and learning.

Course Number

MKT-820

Course Name

Sales Management

Pre-requisites

MBA 660 (formerly MBA 710)
Course 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.

Course Number

MKT–822

Course Name

Services Marketing

Pre-requisites

MBA 660 (formerly MBA 710)

Course Credits

3.00-

Description

The course focuses on the unique challenges of managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service (and services) are at the heart of the course content. The course is equally applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, educational institutions, professional services, telecommunications, sporting industry, etc.) and to organizations that depend on service excellence for competitive advantage (e.g., high technology manufacturers, automotive, industrial products, etc.)

Course Number

MKT–825

Course Name

Strategic Brand Management
Pre-requisites

MBA 660 (formerly MBA 710), Students who have taken MKIB 903 are not eligible to take this course.

Course Credits

3.00-

Description

More and more firms of all types have come to the realization that one of the most valuable assets they have are the brand names associated with their products or services. In fact, most understand that their brand is their most enduring asset. With this in mind, this elective is designed to address, within both a conceptual and practical framework, important branding decisions faced by firms on a regular basis. To enable improved managerial decision making, particular emphasis will be placed on understanding branding at the customer level. The course presentation will combine letters, case studies, guest speakers and a semester long, team-based project.

Course Number

MKT-840

Course Name

One-To-One Marketing

Pre-requisites

Take MKT-750 or MBA 660 (formerly MBA 710)

Course Credits

3.00-

Description

Individualized marketing is one of the fastest growing avenues for targeting customers. This course explores the philosophies underlying individualized marketing including one-to-one marketing, customer relationship management, and mass customization. In addition, the tools of direct marketing including direct mail, catalogs, telemarketing, and online activities are examined. The class will review and discuss books, academic and practitioner articles, and case studies concerning this topic.

Course Number
MKT-900

Course Name
Special Topics

Pre-requisites
MBA 660 (formerly MBA 710)

Course Credits
3.00–

Description
An in-depth analysis of timely special issues in the field of marketing. Specific topics vary by semester.

Course Number
MKT-910

Course Name
Directed Study in Marketing

Pre-requisites
MBA 660 (formerly MBA 710)

Course 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.

Course Number
MKT-920
Course Name
Marketing Internship

Pre-requisites
Requires completion of MBA core courses and instructor’s approval

Course 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.

MSF Courses

Course Number
MSF-800

Course Name
Financial Statement Analysis

Pre-requisites
MBA 650 OR MBA 750.

Course Credits
3.00–

Description
This course focuses on corporations, including financial services companies. Major topics include: analysis of cash flow; dilutive securities and earnings per share; analysis of accounting changes; basic strategies in identifying distortion and fraud; off-balance sheet lending and borrowing; capital structure issues; mortgage-backed securities; asset-based financing; analysis of intercorporate investments, of business combinations, and of multinational operations. Additionally, the tax implications of various derivative securities are studied.
Course Number

MSF-808

Course Name

General Theory in Corporate Finance

Pre-requisites

MBA 650 or MBA 750

Course 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.

Course Number

MSF-810

Course Name

Investment Analysis

Pre-requisites

MBA 650 or MBA 750

Course 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.
Course Number
MSF-812

Course Name
Capital Budgeting

Pre-requisites
MSF 808

Course 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.

Course Number
MSF-814

Course Name
Options and Futures

Pre-requisites
MSF 808 and MSF 810

Course 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.
Course Number
MSF-816

Course Name
Financial Institutions Management

Pre-requisites
MSF 808 and MSF 810

Course Credits
3.00-

Description
Students learn concepts and techniques required for successful management. They also analyze the interplay between regulation and innovation, and their joint effect on the organizational structure of financial institutions.

Course Number
MSF-818

Course Name
Econometrics

Pre-requisites
MSF 808 and MSF 810

Course 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.
Course Number
MSF-820

Course Name
Financial Policy

Pre-requisites
MSF 808, MSF 810, MSF 814, and MSF 800

Course 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.

Course Number
MSF-825

Course Name
Multinational Financial Management

Pre-requisites
MSF 808 and MSF 810

Course Credits
3.00-

Description
Students examine corporate financial decisions in an international setting, with a focus on foreign exchange management and capital budgeting.
MSF-831

Course Name
Portfolio Management

Pre-requisites
MSF 808 and MSF 810

Course Credits
3.00-

Description
Students learn the theories 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. Prerequisite: MSF 808 and MSF 810 Credits: 3

Course Number
MSF-851

Course Name
Working Capital Management

Pre-requisites
MSF 812

Course Credits
3.00-

Description
Students examine the theoretical and practical issues involved in the management of current assets and liabilities, with emphasis on the formulation and financing aspects of a working capital policy.
MSF-872

Course Name
Bank Administration

Pre-requisites
MSF 808

Course Credits
3.00–

Description
Students examine financial issues facing depository institutions using a practitioner approach. Topics include general lending policy, credit analysis including financial statement analysis, statutory accounting, tax laws, and portfolio management.

Course Number
MSF-880

Course Name
Investment Banking

Pre-requisites
MSF 808 and MSF 810

Course 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.
Course Number

MSF–881

Course Name

Real Estate Finance

Pre-requisites

MSF 808

Course 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.

Course Number

MSF–882

Course Name

Financial Engineering

Pre-requisites

MSF 814

Course 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.
Course Number
MSF-884

Course Name
Fixed Income Securities

Pre-requisites

Course 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 imbedded 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 a week–long seminar during early June.

Course Number
MSF-887

Course Name
Fundamental Equity Analysis

Pre-requisites
MSF 808 and MSF 810 or approval of instructor

Course 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.

Course Number

MSF-900

Course Name

Msf Special Topics

Pre-requisites


Course Credits

3.00-

Description


Course Number

MSF-910

Course Name

Directed Individual Study

Pre-requisites

Instructor’s Approval

Course Credits

3.00-

Description

This is a student-initiated directed study project. Student and faculty advisor must concur on a written proposal and final report, the project must be approved by the dean of graduate programs prior to registration.

Organizational Behavior Courses

Course Number
MGOB–810

Course Name
Emotional Intelligence

Pre-requisites

Course Credits
3.00–

Description

MGOB–820

Course Number

Course Name
Career Strategy

Pre-requisites
MBA 610 or MBA 710

Course 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.

Course Number

MGOB–825

Course Name
Human Resource Management
Pre-requisites
MBA 610 or MBA 710

Course Credits
3.00-

Description
For practitioners and students interested in understanding the roles and skills involved in human resources management. The course brings students up-to-date on the role and focus of human resources as well as provides an understanding of the relationship between human resources and other management functions.

Course Number
MGOB–840

Course Name
Power & Influence in Organizational Life

Pre-requisites
MGOB 755 or MBA 710 OR MBA–610

Course Credits
3.00-

Description
The exercises of power, influence and related aspects of political behavior has been recognized from a practical and theoretical standpoint as an increasingly important and largely overlooked component of organizational life. The main objective of this course is to provide a framework for detecting, interpreting and understanding power and influence manifestations in a rational and objective manner. Topics addressed will include: (1) the concept of power and influence and politics and their role organizational life; (2) sources of power and influence; (3) assessment of and conditions of the use of power; (4) strategies, tactics and modalities of political behavior; and (5) managerial and structural implications of power and politics. The course will be conducted in a seminar format with computer model applications.

Course Number
MGOB–841

Course Name
Managing Workplace Diversity

Pre–requisites

Course Credits
3.00–

Description
The purpose of this course is to teach specific skills and behaviors needed to manage in the multicultural workforce of the 2000s and beyond. The topics covered will include: (1) the definition and importance of valuing diversity; (2) the changing composition of the workforce; (3) differences between equal employment opportunity, affirmative action, and managing diversity; (4) cultural awareness sensitivity; (5) management strategies for dealing with workforce changes; and (6) international as well as domestic cultural differences. The issues are demonstrated through a series of exercises, videos and cases.

Course Number
MGOB–850

Course Name
Management Consulting

Pre–requisites
MBA–610 OR MBA–710

Course Credits
3.00–

Description
In recent years, the practice of management consulting has been expanding because of the growing complexity and specialization of management problems. Whether internal or external, the consultant serves a valuable role by facilitating organization advancement and renewal in addition to providing a detached perspective to the complex problems that face organizations. This course has a dual focus, examining the ways the prospective consultant can develop successful client relationships and develop his or her intervention skills, and the ways organizations can optimize
the use of management consultants.

Course Number
MGOB-855

Course Name
Conflict & Negotiation

Pre-requisites

Course 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.

Course Number
MGOB-860

Course Name
Leadership and Team Building

Pre-requisites
MBA 610 or MBA 710

Course 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.

**Course Number**

MGOB–865

**Course Name**

Leading Change

**Pre-requisites**

MBA 610 or MBA 710

**Course 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.

**Course Number**

MGOB–866

**Course Name**

Managing Failure for Success

**Pre-requisites**

**Course 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.

Course Number

MGOB–900

Course Name

Creativity for Business and Life Success

Pre-requisites

Course Credits

3.00–

Description

A comprehensive analysis of timely special issues in the field of behavior in organizations. Specific topics are announced when the course is scheduled.

Strategic Management Courses

Course Number

MGSM–831

Course Name

Managing Knowledge: a Collaborative Approach

Pre-requisites

Course Credits
Description

This course examines the practicing managers Role as a direct contributor to and collaborator in the knowledge economy. Topics covered include identification and integration of individual, community, organizational and industry knowledge sources; use of project teams for knowledge generation and transfer; the roles of strategic alliances, networks and the World Wide Web in knowledge work activities; interdependencies in global knowledge collaborations; competition over intellectual property; and the use of tools in knowledge-based collaboration. Course participants will gain practical experience in the evaluation and design of knowledge-based practices.

Course Number

MGSM–832

Course Name

Venture Capital Finance

Pre-requisites

MBA 650 or MBA 750

Course Credits

3.00–

Description

Course Number

MGSM–833

Course Name

Corporate Innovation

Pre-requisites

Course Credits

3.00–
Description

MGSM 833 examines how companies develop and leverage technological and innovative capabilities in order to exploit market opportunities. The course addresses the following questions: How do new technologies and new business models create market opportunities for both incumbent firms and new start-ups? What types of innovations are most likely to favor established versus start-up firms? Course work will examine the best practices of innovative companies in a wide range of industries and the factors that influence innovation success or failure.

Course Number

MGSM–834

Course Name

Mergers and Acquisitions

Pre-requisites

FIN–750 OR MBA–750 OR MBA–650

Course 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.

Public Administration Courses

Course Number

P.AD–711

Course Name
Foundations of Public Organization Administration

Pre-requisites

Course Credits

3.00-

Description

The structure, functions, and processes of governmental organization at various levels – federal, state, regional and local – are examined. Students explore the historical trends and political rationale for the present operations of the public sector. A review of the research methods, techniques and tools will be done, including identification of information sources and communication formats.

Course Number

P.AD-712

Course Name

Policy Analysis & Program Evaluation

Pre-requisites

Course Credits

3.00-

Description

This course covers the process of policy formation and techniques of policy analysis to prepare the student for future work in policy analysis.

Course Number

P.AD-713

Course Name

Budgeting and Financial Management

Pre-requisites
**Course Credits**

3.00-

**Description**

This course introduces the fundamentals of budgeting, financial management, and revenue systems in the public sector. 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 decision making in the public sector; 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.

**Course Number**

P.AD-714

**Course Name**

Public Service Law

**Pre-requisites**

**Course 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.

**Course Number**

P.AD-715

**Course Name**

Quantitative Analysis

**Pre-requisites**
PAD 712

Course Credits
3.00-

Description
Students explore evaluation and policy analysis methods used in public management. They examine evaluation and survey design, statistics, and utilization and outcomes measures.

Course Number
P.AD–716

Course Name
Public Service Human Resources Management

Pre-requisites

Course 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.

Course Number
P.AD–717

Course Name
Organizational Effectiveness in Government

Pre-requisites

Course Credits
3.00-
Description
Students explore small groups and organizational operations, practices, behaviors, and structure. They develop techniques for maximizing efficiency and/or effectiveness; evaluation analysis; concepts and applications of the Classicists; leadership, organizational development, and management by objectives; as well as elements of reorganization, innovation, and change.

Course Number
P.AD-718

Course Name
Leadership Strategies in an Interconnected World

Pre-requisites

Course Credits
3.00-

Description
Students learn how to exercise effective leadership when addressing difficult and interconnected public problems and to expand ways of analyzing and managing individual, institutional, and interorganizational dynamics that accompany and impede learning and change dynamics. Students also will learn how to expand knowledge of various frameworks for analyzing leadership and different aspects of collaboration.

Course Number
P.AD-758

Course Name
Internship in Public Management

Pre-requisites

Course Credits
3.00-

Description
(Students take either PAD 758 or PAD 759). A one-semester internship for those students without professional experience in government service or in private organizations working with government. It is recommended that this course be taken toward the end of your course work.

Course Number
P.AD–759

Course Name
Strategic Management

Pre-requisites

Course Credits
3.00–

Description
(Students take either PAD 758 or PAD 759). The capstone course for working professional students. Its purpose is to provide each student with an opportunity to transport the management skills they have learned into the realities of their professional life. This directed study includes library research, professional and organizational data collection, and personal interviews with opinion leaders in the student’s field/organization. This course should be taken toward the end of the program.

Course Number
P.AD–811

Course Name
Politics of Federal Bureaucracy

Pre-requisites

Course Credits
3.00–

Description
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

Course Number

P.AD–812

Course Name

Managing State Government

Pre-requisites

Course Credits

3.00–

Description

Students examine the theoretical and empirical review of the history and role of state government and its operational practices as well as administrative, financial and policy-making functions. There will be particular emphasis on the major functions of state government such as education, transportation, health and human services, criminal justice, housing and economic development. This course is designed for people who wish to work in state government as well as those who do business with state government.

Course Number

P.AD–813

Course Name

Administrative Strategies of Local Government

Pre-requisites

Course Credits

3.00–

Description

Variations of administrative practices in local government will be described and analyzed. Impact on population growth and shifts on service delivery and introduction of new demands and technologies on local management structures will be explored. Particular emphasis is on one or
more of the major areas of local government policymaking and service delivery such as public safety, public education, land use, or property tax administration.

**Course Number**
P.AD-814

**Course Name**
Intergovernmental Relations

**Pre-requisites**

**Course 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.

**Course Number**
P.AD-815

**Course Name**
Non-Profit Organizations in the Community

**Pre-requisites**

**Course 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.
Course Number
P.AD-818

Course Name
Public Sector Labor/Management Relations

Pre-requisites

Course 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.

Course Number
P.AD-819

Course Name
Grants-In-Aid & Grants Management

Pre-requisites

Course Credits
3.00-

Description
PAD819 covers both Grantseeking and Grantwriting. 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 Grantmaker. Classes focus on step-by-step Grantwriting & Grantseeking processes, and the instructor also consults with student-Grantwriters individually and via Blackboard.
P.AD–820

Course Name
Governmental Decision Making

Pre–requisites

Course Credits
3.00–

Description
Students explore institutional and behavioral analysis of the decision–making process; organizational behavior; leadership techniques; and public sector applications at the local, state, and federal levels, as well as the nonprofit arena.

Course Number
P.AD–821

Course Name
Human Services Integration

Pre–requisites

Course Credits
3.00–

Description
An overview of the major characteristics of and trends in the planning, delivery and management of human services explored in the context of the public and private sectors. Particular attention is given to the service integration movement and to selected policy issues and practices such as the use of specialists versus generalists, centralized versus decentralized systems, and other organizational delivery options.

Course Number
P.AD–822
Course Name
Public Management Information Systems

Pre-requisites

Course 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.

Course Number
P.AD–823

Course Name
The U.S. Health System

Pre-requisites

Course 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.

Course Number
P.AD–827

Course Name
Financing State & Local Government

Pre-requisites

P.AD 713

Course Credits

3.00-

Description

This advanced course in state and local government financial management focuses on the various characteristics of alternative revenue sources, the economic effects of taxation, the management of debt and investment, and the nature of the supporting economic environment. Methods of analyzing financial condition are examined within the context of maintaining the long term financial viability of these jurisdictions.

Course Number

P.AD–829

Course Name

Environmental Policy & Administration

Pre-requisites

Course Credits

3.00-

Description

Analysis of the formulation and implementation of environmental protection and energy policies. Discussion of the economic, political, and health-related consequences stemming from attempts to achieve a workable balance between energy sufficiency and environmental protection.

Course Number

P.AD–830

Course Name

Public Liaison Strategies
Pre-requisites

Course Credits

3.00-

Description

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information offers in the public sector and public affairs managers in the private sector will be examined and contrasted. Also covered are the management of public documents and the issues involved in Sunshine Laws and Privacy Acts.

Course Number

P.AD-832

Course Name

Health Policy

Pre-requisites

Course 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.

Course Number

P.AD-834

Course Name

Disability & Public Policy

Pre-requisites
Course Credits

3.00-

Description

This course reviews the history of the disability rights movements, disability laws, and court decisions including housing, employment, and transportation. Recreation/sports issues and the basics of universal design are also covered.

Course Number

P.AD-835

Course Name

Non-Profit Marketing and Communications

Pre-requisites

Course Credits

3.00-

Description

Students analyze the theory and practice of nonprofit services marketing in relation to administration in the multiple nonprofit business sectors, including the health care industry. Students examine nonprofit market economics, competition, product differentiation, market research, and innovative nonprofit products and services.

Course Number

P.AD-836

Course Name

Healthcare Economics

Pre-requisites

Take P.AD 823;

Course Credits
Description

This course integrates essential economic concepts and data analysis techniques managers need to make informed decisions about how to use their constrained resources most efficiently. Economic topics covered include supply and demand, utility, equity, marginal analysis, and cost-effectiveness. Data analysis topics include constructing and using datasets to answer specific management questions and presenting conclusions persuasively.

Course Number

P.AD–838

Course Name

Ethics in Management

Pre-requisites

Course Credits

3.00–

Description

Students study the ethical, moral, and legal dilemmas in public and private managerial operations is the focus of this course. 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.

Course Number

P.AD–839

Course Name

Leadership & Decision-Making

Pre-requisites

P.AD 718 OR HLTH 860 OR PROFESSOR APPROVAL
Course 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.

Course Number
P.AD–840

Course Name
Comparative Public Policy

Pre-requisites
Registration requires instructor approval

Course 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.

Course Number
P.AD–842

Course Name
Workplace and Labor Law

Pre-requisites
Course 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.

Course Number

P.AD–845

Course Name

Entrepreneurial Non-Profit

Pre-requisites

Course Credits

3.00-

Description

This course will focus on organizational survival and enhancement achieved through leadership, planning, risk management and enterprise. Entrepreneurship and mission–achievement will be linked conceptually and applied functionally via the design, preparation and presentation of a start-up Business Plan using conventional materials and specifically designed computer software within the context of a specific real world non–profit organization.

Course Number

P.AD–846

Course Name

Citizen & Community Empowerment

Pre-requisites
Course Credits

3.00–

Description

This course will focus on building powerful community organizations, empowering ordinary citizens, and bringing about change on social and economic issues. What do we mean by community? Why do so many Americans feel that community is lacking in their lives? What role should public managers play in empowering citizens and communities? What would we do differently if we really wanted to bring citizens, elected officials and public managers together to solve problems?

Course Number

P.AD–847

Course Name

Non-Profit Financial Management

Pre-requisites

P.AD 713

Course Credits

3.00–

Description

This is an advanced course designed to build on knowledge and skills acquired in PAD 713. Students learn how to prepare a business plan and budget, design a budget reporting and cost allocation system, and project cash flow. The format of the course is classroom lecture, discussion, and hands-on assignments. Knowledge of spreadsheet software is needed to complete most of the assignments.

Course Number

P.AD–848

Course Name

Non-Profit Law and Ethics
Pre-requisites

Course 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.

Course Number
P.AD–849

Course Name
Revenue Strategies for Non-Profit

Pre-requisites

Course Credits
3.00-

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

Course Number
P.AD–850

Course Name
Alternative Dispute Resolution

Pre-requisites
Course 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.

Course Number
P.AD–851

Course Name
Global Health Needs and Organizations

Pre-requisites
P.AD 852

Course Credits
1.50-

Description
Many US health organizations are operating overseas. We have to learn from health systems in other countries. Critical international health issues such as HIV/AIDS, mental health, and prescription drug prices must be addressed. This course is an overview of global health needs, systems, programs, financing, and issues.

Course Number
P.AD–852

Course Name
Global Health Policy

Pre-requisites
P.AD 852
Course Credits

1.50-

Description

The focus of this course is international health problems and associated policy responses. The course is designed to compare and contrast health policy that responds to a variety of public health needs from a multinational perspective.

Course Number

P.AD–855

Course Name

Civic Innovation and Effective Governance

Pre-requisites

Course Credits

3.00-

Description

Students in this course will examine a variety of civic innovations that attempt to reap the benefits of citizen and public engagement by bringing together diverse parties across a variety of policy areas to forge new solutions.

Course Number

P.AD–858

Course Name

Internship

Pre-requisites

0 credit course for students with no professional experience. Please call the Public Management Office at 617–573–8330 to drop this course.

Course Credits
Description

This one-semester internship is for students without professional experience in the public sector or with private organizations that provide services to the public. The internship may also be taken by students who wish to change their careers and for whom the internship experience provides networking opportunities. In addition to the work requirement of 300 hours, students will also attend some classes, which are intended to enhance the student work experience and to facilitate movement into the workplace.

Course Number

P.AD–859

Course Name

Internship

Pre-requisites

Registration requires chairperson’s approval

Course Credits

3.00–

Description

The internship may also be taken by students who wish to change their careers and for whom the internship experience provides networking opportunities. In addition to the work requirement of 300 hours, students will also attend some classes, which are intended to enhance the student work experience and to facilitate movement into the workplace.

Course Number

P.AD–890

Course Name

Strategic Management in Public Service

Pre-requisites

Restricted to students that have completed 34 credits.
Course Credits

3.00-

Description

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.

Course Number

P.AD–900

Course Name

The Life & Times of Robert Moses

Pre-requisites

Course 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 either three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

Course Number

P.AD–910

Course Name

Individual Study

Pre-requisites

Course Credits
1.00– 6.00

Description

APPROVAL BY THE DEAN’S OFFICE 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.

Taxation Courses

Course Number

TAX–801

Course Name

Issues in Federal Taxation

Pre-requisites

Course Credits

3.00–

Description

Introduces tax issues as they affect the sole proprietor. Emphasis is given to business questions that are reflected on the individual tax return.

Course Number

TAX–802

Course Name

Issues in Federal Taxation II

Pre-requisites

TAX 801

Course Credits

3.00–
Description

Further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules and passive activities.

Course Number

TAX–861

Course Name

Tax Research

Pre-requisites

Course Credits

3.00–

Description

Tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases and rulings. Effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice are emphasized in this course.

Course Number

TAX–862

Course Name

Taxation of Corporations

Pre-requisites

TAX 801 and TAX 861

Course Credits

3.00–

Description
Concepts, principles and practices of taxation of corporations and their shareholders. The effects of taxation on corporate formation, capital structures, distribution and liquidation are covered.

**Course Number**

TAX-863

**Course Name**

Tax of Pass-Through Entities

**Pre-requisites**

TAX 801 and TAX 861

**Course Credits**

3.00-

**Description**

Concepts, principles and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

**Course Number**

TAX-864

**Course Name**

Tax Practice & Procedures

**Pre-requisites**

TAX 801 and TAX 861

**Course Credits**

3.00-

**Description**

Strategies of tax practice before the Internal Revenue Service. Topics covered include tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, and penalties.
Course Number
TAX-865

Course Name
Tax of Transnational Trans

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00-

Description
U.S. taxation of foreign sources of income. Topics covered include analysis of tax treaties, source of income rules, foreign tax credit, controlled foreign corporations, Foreign Sales Corporations, transfer pricing in multinational corporations, and translations of foreign currencies.

Course Number
TAX-866

Course Name
State & Local Taxation

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00-

Description
The interrelationships between the federal and state taxation systems are covered. Problems such as revenue generation and residency issues are examined. Using federal adjusted gross income as a focal point, and its effect on state revenues, excise taxes, general sales taxes and inheritance taxes are studied.
Course Number
TAX-867

Course Name
Advanced Topics in Corporate Tax

Pre-requisites
TAX 862

Course Credits
3.00-

Description
Tax-free reorganizations in relation to statutory mergers and acquisitions are examined. Other topics covered include continuity of interest issues in conjunction with carryover provisions, and consolidated returns for controlled groups.

Course Number
TAX-868

Course Name
Estate Planning Techniques

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00-

Description
Topics covered include use of living trusts, joint owenership, life insurance, charitable dispositions, inter vivos gifts, and the marital deduction. Problem areas discussed include the valuation and disposition of closely held businesses. Students participate in class discussions and are required to submit a written estate plan for a hypothetical client.
Course Number
TAX-871

Course Name
Tax of Estates, trusts, & Gifts

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00-

Description
Concepts, principles and practices of taxation of decedents’ estates, trusts and lifetime gifts. Topics covered include valuation of property subject to estate and gift taxes, and the use of trusts for tax planning.

Course Number
TAX-874

Course Name
U.S. International Taxation II

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00-

Description
**Course Number**

TAX–876

**Course Name**

Tax Policy

**Pre-requisites**

2 TAX prefix courses, including Tax 801 and 861

**Course Credits**

3.00–

**Description**

Policy considerations in the development of proposed tax legislation are covered. Tax policy issues are examined in relation to empirical, political and legal studies. Throughout the course the tax legislative process is explored.

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**Course Number**

TAX–879

**Course Name**

Personal Financial Planning

**Pre-requisites**

TAX 801 and TAX 861

**Course Credits**

3.00–

**Description**

Topics covered include 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.
Course Number
TAX-900

Course Name
Special Topics

Pre-requisites
TAX 801 and TAX 861

Course Credits
3.00–

Description
In-depth analysis of timely issues in taxation. The specific topics and prerequisites of a Special Topics Course will be announced when the course is offered.

Course Number
TAX-910

Course Name
Individual Study in Taxation

Pre-requisites

Course Credits
1.00– 3.00

Description
Joint Degree Programs College of Arts and Sciences, Sawyer Business School, and Suffolk Law School Joint Degrees

The Sawyer Business School, College of Arts and Sciences, and Suffolk Law School have collaborated to offer a variety of highly specialized joint degree programs.

JD/ MBA
**JD/MBA**

Designed to fill the growing demand for business-trained lawyers and law-trained executives, the JD/MBA program serves persons interested in long-term careers in business law or management. The JD/MBA program is offered through the Sawyer Business School and the Suffolk University Law School.

**Admission**

The JD/MBA program is open to full-time and part-time students. Candidates must meet the admission requirements established by the Suffolk University Law School and the Sawyer Business School. The LSAT is required by the University Law School. The Sawyer Business School accepts the LSAT in lieu of the GMAT for JD/MBA students only. Applicants may apply to the program during their first or second year of enrollment in the Law School or as a first-year MBA student. The Law School requires candidates for admission to have a bachelor’s degree from an accredited college or university and to have taken the LSAT by February of the year of application.

Applications must be submitted to the Law School by March 1. For further information, contact the Office of Graduate Admission, Suffolk University, 8 Ashburton Place, Boston, Massachusetts 02108–2770, (617) 573–8302 or Suffolk University Law School Admissions Office, 120 Tremont Street, Boston, Massachusetts 02114–4280, (617) 573–8144.

- Admission to the JD/MBA program is available to full-time and evening (part-time) students in the Suffolk Law School and the Sawyer Business School.
- Students must complete the JD/MBA degree in four years full-time or five years part-time study.

**Accreditation**

Suffolk University is accredited by the New England Association of Schools and Colleges (NEASC). The Sawyer Business School’s Master of Business Administration programs are nationally accredited by the AACSB International – The Association to Advance Collegiate Schools of Business and the Law School is an accredited member of the Association of American Law Schools (AALS) and is accredited by the American Bar Association (ABA).

**Curriculum Requirements**

Curriculum requirements of the JD/MBA degree are determined by the respective schools. Currently, 110–115 credits are required to complete the joint degree: 40–43 credits from the MBA Program and 72 credits (up to 12 credits are transferred from the MBA degree and applied towards the JD degree) from the Law School.

All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree program.

**Program of Study**

The Program of Study is approved by the Associate Deans of the respective schools. Specific information on the JD/MBA programs including current practices and procedures, are provided during the admissions process. Curriculum requirements are arranged according to the following schedule:
JD/MBA Curriculum

Track I

First Year

Fall Semester
MBA 600 Effective Career Planning
MBA 610 Organizational Behavior
MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control

Spring Semester
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment
One MBA Elective*

Summer Session
MBA 780 Managing in the Global Environment
One MBA Elective*

Second Year
Law School courses

Third Year
Law School courses

Fourth Year

Fall/Spring Semesters
MBA 800 Strategic Management
Law School courses
Two MBA Electives*
*A JD/MBA is automatically considered to have a business law concentration; therefore, no more than two MBA electives may be in any one functional area.

Track II
Track II of the JD/MBA is substantially the same as Track I except that the first- and second-year curricula are reversed. This track is for those entering the joint degree program as first-year law students. Students who have completed one or two years of law school prior to MBA coursework may substitute a 3-credit MBA elective for MBA 730.

Track III
This track is for those entering the joint degree program as second-year law students. During the third and fourth year, these students take both law and MBA courses. Students who have completed one or two years of law school prior to MBA coursework may substitute a 3-credit MBA elective for MBA 730.

Accelerated MBA for Attorneys
Students in their last year of study at an accredited (ABA) law school are eligible for the accelerated MBA program and are admitted upon completion of the JD. The GMAT is waived with documentation of the LSAT. See the MBA Section for the description of the Accelerated MBA for Attorneys.

JD/ MPA

JD/MPA
The JD/MPA degree program is designed to integrate professional education in law and public administration for those seeking to obtain skills and concepts necessary for public and not-for-profit sector management. The JD/MPA is offered by the Sawyer Business School and the Law School.

Admission
The JD/MPA is available to full- or part-time students. Candidates must meet the admission requirements established by the Suffolk University Law School and the Sawyer Business School. The LSAT is required by the University Law School. Applicants may apply to both programs before entering Suffolk University, during their first or second year of enrollment in the Law School or as a first-year MPA student. The Law School requires candidates for admission to have a bachelor’s degree from an accredited college or university and to have taken the LSAT by February of the year of application. Applications must be submitted to the Law School by March 1. For further information, contact the Office of Graduate Admission, Suffolk University, 8 Ashburton Place, Boston, Massachusetts 02108–2770, (617) 573–8302 or Suffolk University Law School Admissions Office, 121 Tremont Street, Boston, Massachusetts 02114–4280, (617) 573–8144.

Accreditation
Suffolk University is accredited by the New England Association of Schools and Colleges. The Sawyer Business School’s Master of Public Administration program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The Law School is an accredited member of the Association of American Law Schools (AALS) and is accredited by the American Bar Association (ABA).

Curriculum Requirements
The requirements for the JD/MPA program are determined by the respective schools. The JD/MPA 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 (36 for an MPA with a concentration) credit
All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree program.

Programs of Study
Specific programs and course selections are arranged through the Associate Dean of each respective School. Curricula requirements are arranged by year according to the following schedule:

**JD/MPA Curriculum (For Full-Time Students)**

**Track I**

**First Year**

*Fall Semester (12–15 Credits)*

- PAD 711 Foundations of Public Organizational Administration
- PAD 712 Policy Analysis and Program Evaluation
- PAD 713 Budgeting and Financial Management
- PAD 716 Public Service Human Resource Management
- PAD 717 Organizational Effectiveness in Government

*Spring Semester (12–15 Credits)*

- PAD 715 Quantitative Analysis
- PAD 718 Leadership Strategies for an Interconnected World
- PAD 890 Strategic Management (for in-service students)
- Two Public Management electives

*Students with no professional experience are required to take*

- PAD 858 Internship (for pre-professional students)

**Second Year**

*Fall Semester (14 Credits)*

- Law School courses
Contracts (3 credits)
Torts (2 credits)
Property (2 credits)
Civil Procedure (2 credits)
Criminal Law (3 credits)
Legal Practice Skills (2 credits)

Spring Semester (16 Credits)

Law School courses
Contracts (3 credits)
Torts (2 credits)
Property (3 credits)
Civil Procedure (2 credits)
Constitutional Law (4 credits)
Legal Practice Skills (2 credits)

Third Year

Fall Semester (13–15 Credits)

Law School courses

Spring Semester (13–15 Credits)

Law School courses

In addition to Fiduciary Relations which is taken in the first semester of the second year of Law School, 2140 AD Professional Responsibility may be taken at any time during the second or third year of Law School.

At the end of first year of Law School, students must complete at least three courses from the Base Menu, as specified by the Law School.

Fourth Year

Fall Semester (10 Credits)

Electives (13–15 credits)

Choose courses in Law or Public Management with your advisor
Spring Semester (10 Credits)

LAW/MPA Electives (in Law or Public Management)**

* A student must enroll in the Professional Responsibility course in either the fall or spring semester of Year 3 or Year 4.

**All Sawyer Business School electives are three credit courses while a Law School elective can be two or three credits. In any event, students must take enough credits of electives to meet the minimum requirements of at least 80 hours in the Law School and 30 hours in the Sawyer Business School.

JD/ MSF

JD/MSF

Education in both law and finance is an invaluable tool and affords an advantage to those seeking to succeed in today’s highly competitive job market. This combined JD/MSF degree program recognizes the strength of integrated disciplines, allowing joint degree recipients to be the beneficiaries of a specialized, competitive and highly applicable course of study. This joint degree program is available to full- and part-time students.

What Students Should Achieve

- A thorough grounding in the study of law and its interaction with the financial markets.
- The ability to look at questions in new ways and construct lucid and comprehensive legal and financial analysis of the problems raised.
- The ability to express analysis orally and to participate in discussions where ideas are debated and evaluated.

Admission Requirements

Students must be admitted to the Law School and the Sawyer Business School. Candidates for the JD/MSF must satisfy the admission criteria set forth by both the Law School and the Sawyer Business School. The JD/MSF requires the LSAT and the GMAT, however, in most cases the LSAT may satisfy the GMAT requirement. The MSF program requires all candidates to take the GMAT within the last five years. The Law School requires candidates for admission to have a bachelor’s degree from an accredited college or university and to have taken the LSAT by February of the year of application. Applications must be submitted to the Law School by March 1. Applicants may apply during the first two years of Law School or after the first year as an MSF student. For information on the JD/MSF program, contact the Office of Graduate Admission, Suffolk University, 8 Ashburton Place, Boston, Massachusetts 02108–2770, (617) 573–8302 or Suffolk University Law School Admissions Office, 120 Tremont Street, Boston, Massachusetts 02114–4280, (617) 573–8144.

Accreditation

Suffolk University is accredited by the New England Association of Schools and Colleges (NEASC). The Sawyer Business School’s Master of Business Administration programs are nationally accredited by the AACSB International – The Association to Advance Collegiate Schools of Business and the Law School is an accredited member of the Association of American Law Schools (AALS) and is accredited by the American Bar Association (ABA).

Curriculum Requirements

The joint JD/MSF degree program requires 108– 117 total credit hours: 78 credit hours in the Law
School and 30–39 credit hours from the Sawyer Business School.

All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidate are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree program.

Programs of Study
The JD/MSF credit allocation is similar to the JD/MBA program, with one year at 30 credits (Law School) and the remaining three years at 29 credits per year with a range of 14–15 each semester.

JD/MSF Curriculum

Track I

The following is a suggested track for a day student who must take all prerequisite requirements. Students may contact the Graduate Programs in Finance Office for information on additional tracks.

First Year
Fall Semester

(The following courses must be completed or waived prior to enrolling in MSF courses)

MBA 622 Operations and Data Analysis
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management

One elective (3 credits)
May be waived or taken in conjunction with MSF courses, select one:

MBA 610 Organizational Behavior
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Systems for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

First Year
Third and Fourth Quarter Finance Courses

MSF 808 General Theory in Corporate Finance
MSF 810 Investment Analysis
MSF 812 Capital Budgeting
MSF 814 Options and Futures

Second Year (13–15 Credits)
Fall Semester
Law School courses

**Second Year (13–15 Credits)**

*Spring Semester*

Law School courses

**Third Year**

*Fall Semester*

Law School courses (2 credits)
Law School Electives (7 credits)

*First Quarter Finance Courses*

MSF 816  Financial Institutional Management  
MSF 818  Econometrics

**Third Year**

*Spring Semester*

Law School Electives (12 credits)

*Third Quarter Finance Courses (3 credits)*

MSF 820  Financial Policy

*Fourth Quarter Finance Courses (3 credits)*

1 MSF Elective

In addition to Fiduciary Relations which is taken in the first semester of the second year of Law School, 2140 AD Professional Responsibility may be taken at any time during the second or third year of Law School.

**Fourth Year (14 Credits)**

*Fall Semester*

Law School Electives

**Fourth Year (14 Credits)**

*Spring Semester*

Law School Electives

**Listed Below**

**Track II**

Track II of the JD/MSF is primarily the same as Track I, except the first- and second-year curricula are reversed. This track is for those who enter the joint degree as first-year law students.

**Track III**

Track III is for those students who enter the joint degree program as second-year law students.
During the third and fourth years, these students take both Law and MSF courses.

**JD/ MSCJS**

**JD/MSCJS**
The JD/MSCJS 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 as well as the interconnection between the two. 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.

**Admission Requirements**
Candidates for the JD/MSCJS program must meet the admission criteria for both the MS in Crime and Justice Studies, as determined by the College of Arts and Sciences, and the JD, as determined by the Law School. The LSAT is required by the University Law School. The JD/MSCJS program is open to both Day and Evening Division students. There is no limit to the number of qualified students admitted to the joint program. The Law School requires candidates for admission to have a bachelor’s degree from an accredited college or university and to have taken the LSAT by February of the year of application. Applications must be submitted to the Law School by March 1. For further information, contact the Graduate Admissions Office, Suffolk University, 8 Ashburton Place, Boston, Massachusetts 02108–2770, (617) 573–8302 or Suffolk University Law School Admissions Office, 120 Tremont Street, Boston, Massachusetts, 02108, (617) 573–8144.

**Accreditation**
Suffolk University is accredited by the New England Association of Schools and Colleges (NEASC). The Law School is an accredited member of the Association of American Law Schools (AALS) and is accredited by the American Bar Association (ABA).

**Curriculum Requirements**
The curriculum requirements for the JD/MSCJS program are determined by the respective schools. The JD/MSCJS degrees will be granted upon completion of 104 semester hours of work. Of this number, 80 semester hours must be completed in the Law School and 24 hours in the College of Arts and Sciences MSCJS curriculum. Specific programs and course selections are arranged through the Associate Dean’s office in the Law School and the Office of the Director of the MSCJS program.

All summer credits applied to the final semester of the joint degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All joint degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the joint degree programs. Law School Regulation VII (E) states that a joint degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the joint degree.

**Program Requirements JD/MSCJS Joint Degree**
Application to the joint degree program may be made before entering Suffolk University, during the first year of full–time study in the MSCJS program or during the first or second year of study...
in the Law School. The following tracks correspond to the three possible points of entry: first year MSCJS; first year Law School; second year Law School.

**JD/MSCJS Curriculum**

**Track I**

**First Year**

*Fall Semester*

CJ 681 Crime and Communities

CJ 701 Seminar in Crime and Justice

CJ 702 Research Methods in Crime and Justice Studies

One course from an approved list of courses in a specialized area of Crime and Justice Studies

*Spring Semester*

CJ 688 Restorative Justice

CJ 709 Crime and Justice Studies Quantitative Analysis

CJ 708 Ethical Issues in the Criminal Justice Professions

One course from an approved list of courses in a specialized area of Crime and Justice Studies.

**Second Year**

*Fall Semester*

2040 AD Contracts

2050 AD Torts

2060 AD Property

2080 AD Criminal Law

1000 AD Legal Practice Skills

*Spring Semester*

2040 AD Contracts

2060 AD Property

2070 AD Civil Procedure

2090 AD Constitutional Law

1000 AD Legal Practice Skills
Third Year

Fall Semester

2130 AD Fiduciary Relations

In addition to Fiduciary Relations which is taken in the first semester of the second year of Law School, 2140 AD Professional Responsibility may be taken at any time during the second or third year of Law School.

At the end of the first year of Law School, students must complete at least three courses chosen from a Base Menu as specified by the Law School.

Fourth Year

Fall Semester

Electives in Law Students are encouraged to concentrate in specific areas relevant to their interest in crime and justice by selecting classes and clinics/internships from available offerings. Evening students who have not completed their MSCJS requirements may elect to enroll in one of the Internships or Practica in Crime and Justice Studies (CJ 783, 784, 785) to obtain direct experience in the field.

Spring Semester

Electives in Law

Track II
Track II of the JD/MSCJS program is substantially the same as Track I except that the first- and second-year curricula are reversed. This track is for first-year law students entering the joint degree program.

Track III
This track is for second-year law students entering the joint degree program. During years three and four, these students will take both law and MSCJS courses.

JD/ MSIE

JD/MSIE
Trends toward the "globalization" of economic activity create a need for a program that integrates the study of law with that of international economic and business issues. The JD/MSIE degree program combines the study of law with that of international economics, institutions, markets and trends. It is valuable for students who expect to practice law in fields requiring an understanding of the global economy.

Admission Requirements

All candidates for admission to the joint program must satisfy the admission requirements for the JD program and for the MS in International Economics program. The LSAT is required by the Law School and will be accepted in lieu of the GRE or the GMAT by the MSIE program.

Applicants must submit an application for admission to each school, a statement of professional goals, a current resume, two letters of recommendation, transcripts of all prior academic work, and LSAT scores. Candidates must have completed undergraduate courses in Principles of
Economics and Principles of Statistics prior to enrolling in the program. In certain cases an interview is required. International students must take the TOEFL and provide a statement of financial resources. Application to the joint program may also be made during the first or second year of study in the Law School, or during the first year of full-time study in the MSIE program.

**Curriculum**

The joint degree program includes all core courses currently required of candidates for the JD degree. The MSIE component of the program requires the completion of ten courses. The program permits students to earn both degrees in four years (Law School Day Program) or five years (Law School Evening Program). Students may select from a number of tracks to start the program. The faculty will advise students as to which courses they should complete each semester. Some suggested tracks are as follows:

**JD/MSIE Day Division Track I**

Year 1: MSIE courses  
Year 2: First-year Law School curriculum  
Year 3: Law/MSIE courses  
Year 4: Law/MSIE courses

**JD/MSIE Day Division Track II**

Year 1: First-year Law School curriculum  
Year 2: MSIE courses  
Year 3: Law/MSIE courses  
Year 4: Law/MSIE courses

**JD/MSIE Day Division Track III**

Year 1: First-year Law School curriculum  
Year 2: Second-year Law School curriculum  
Year 3: Law/MSIE courses  
Year 4: Law/MSIE courses

**JD/MSIE Evening Division**

Year 1: First-year Law School curriculum  
Year 2: Second-year Law School curriculum  
Year 3: Third-year Law School curriculum  
Year 4: MSIE courses  
Year 5: Law/MSIE courses
College of Arts and Sciences and Sawyer Business School Joint Degrees

The College of Arts and Sciences in partnership with the Sawyer Business School’s Public Management Department offer public service professionals three specialized joint degrees.

Program Advisor:

Dr. Donald R. Morton

Master of Science in Crime and Justice Studies/ MPA

Master of Science in Crime and Justice Studies/MPA
The MSCJS/MPA Program is designed for the public safety professional. This 18–course program consists of 10 MPA courses and 8 courses in crime and justice. You must meet the admission requirements of each program. Upon completion of your study, you will have earned two degrees.

Curriculum
This 18–course program consists of 7 required MPA courses, 3 MPA electives, 4 required Crime and Justice Studies courses, and 4 Crime and Justice Studies electives.

MPA Required Courses (21 Credits)

(select two)

PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategy for an Interconnected World

(select two)

PAD 713 Budgeting and Financial Management
PAD 813 Admin. Strategies of Local Government
PAD 819 Grants–in–Aid and Grants Management
PAD 822 Public Management Information Systems (MIS)
PAD 847 Nonprofit Financial Management

(select two)

PAD 716 Public Service Human Resource Management
PAD 838 Ethics in Management
PAD 842 Workplace and Labor Law
PAD 850  Alternative Dispute Resolution

PAD 890  Strategic Management (former title: Practicum)

Students with no professional experience must take:

PAD 858  Internship (for pre-professional students)*

*Do not need if taking CJ internship/practicum.

MPA Electives (9 Credits)

Choose any 3 Public Management courses not already counted toward the required seven.

CJ Required Courses (12 Credits/4 Courses)

CJ 681  Crime and Communities
CJ 701  Seminar in Crime and Justice Studies
CJ 702  Research Methods in Criminal Justice
CJ 709  Qualitative & Quantitative Analysis

CJ Electives (12 Credits/4 Courses)

CJ 657  Perspectives on Drug Policy
CJ 683  Policing in America
CJ 685  Seminar in Corrections
CJ 686  Seminar in Juvenile Justice
CJ 687  Justice and the Community Courts
CJ 688  Restorative Justice
CJ 690  Substance Abuse in Criminal Justice
CJ 691  Intimate Violence and Sexual Assault
CJ 692  Criminal Justice Policy
CJ 694  Critical Victimology
CJ 695–699 Special Topics in Criminal Justice
CJ 704  Legal Issues in Criminal Justice
CJ 705  Race, Class, Gender and Justice
CJ 708  Ethical Issues in the Criminal Justice Profession
CJ 783  Practicum in Criminal Justice I
CJ 784 Practicum in Criminal Justice II
CJ 786 Internship in Criminal Justice I
CJ 787 Internship in Criminal Justice II
CJ 800 Independent Study in Criminal Justice

MSCJS/MPA Admission

To be reviewed for admission you must:

- meet the entrance requirements for both the MPA and the MSCJS programs
- apply for the joint program during the first year of matriculation
- Your degree will be awarded when you have fulfilled all degree requirements for both degrees.

Master of Science in Mental Health Counseling/ MPA

Master of Science in Mental Health Counseling/MPA

Program Advisors:

Dr. David Medoff, MS
Michael T. Lavin, MPA

The MSMHC/MPA meets the needs of public and private sector human service workers who wish to strengthen their direct service skills and who expect to assume management and leadership roles in the organization.

The MSMHC/MPA degree program consists of 20 courses, or 60 credits. The student takes ten courses from the Public Management curriculum listed below and ten from the Mental Health Counseling curriculum also listed below.

Curriculum

MPA Required Courses (18 Credits)

PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Budgeting and Financial Management
PAD 714 Public Service Law OR
HLTH 825 Legal Environment of Healthcare OR
PAD 848 Nonprofit Law and Ethics
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
MPA Electives (12 Credits)
Choose four courses

PAD 815 Nonprofit Organizations in the Community
PAD 818 Public Sector Labor/Management Relations
PAD 821 Human Services Integration
HLTH 701 Health Systems I
HLTH 834 Disability and Public Policy
PAD 835 Nonprofit Marketing
PAD 840 Comparative Public Policy
PAD 846 Community and Citizen Empowerment
PAD 900 Special Topics (if related to counseling)

OR any special topic course related to nonprofits.

EHS Required Courses (21 Credits)

EHS 713 Counseling: Theory and Practice
EHS 715 Research Methods
EHS 716 Psychological Diagnosis
EHS 717 Introduction to Psychological Testing
EHS 737 Counseling Skills Laboratory
EHS 738 Mental Health Counseling Practicum I
EHS 739 Mental Health Counseling Practicum II

EHS Electives (9 Credits)
Choose three electives

EHS 701 Child & Adolescent Development
EHS 710 Introduction to School Counseling
EHS 712 Adult Development
EHS 714 Psychology of Career Development
EHS 725 Forensic Psychological Assessment
EHS 726 Family Therapy
EHS 727 Substance Disorders and Treatment
EHS 728 Professional Orientation: Ethical/Legal Issues
EHS 729 Human Sexuality Seminar
EHS 730 Personality Disorders Diagnosis and Treatment
EHS 732 Psychological Disorders of Childhood and Adolescence
EHS 733 Counseling Diverse Populations
EHS 734 Counseling Psychology Seminar
EHS 735 Group Counseling
EHS 736 Consultation
EHS 750 Independent Study
EHS 751 Domestic Violence, Abuse & Neglect
EHS 753 Independent Study
EHS 900 Directed Study

**Admission**
Candidates must meet the entrance requirements for both the MPA and the MS programs. Application for the joint program is submitted during the first year of matriculation. The GRE or MAT must be taken for the MS degree. Degrees will be awarded when all degree requirements for both degrees are fulfilled. A minimum GPA of 3.0 is required for admission.

**Master of Science in Political Science/MPA**

**Program Advisors:**
Dr. Ken Cosgrove, MS

Michael T. Lavin, MPA

The Public Management Department in conjunction with the Government Department in the College of Arts and Sciences offers a joint degree program in public administration and political science.

The MSPS/MPA degree program consists of 18 courses. Students complete 10 courses from public administration and 8 courses from government. Upon completion of degree requirements, students receive a MPA degree and an MS in Political Science.

**Curriculum**
The curriculum consists of the following:

**MPA Required Courses (15 Credits)**

PAD 712 Policy Analysis and Program Evaluation
PAD 713 Budgeting and Financial Management
PAD 714 Public Service Law
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PLUS five (5) electives offered from the Public Management Department.

**MS in Political Science**

**Required Political Science/Government Courses**

*Professional Politics Track*

GVT 723 Graduate Internship
GVT 747 Seminar in Legislation and Lobbying
GVT 755 Seminar in Campaigns and Elections
GVT 772 Ethical Issues in Professional Politics
GVT 776 Advanced Research Methods in Professional Politics

*OR*

*International Relations Track*

GVT 723 Graduate Internship
GVT 761 Seminar in International Relations Theory
GVT 763 International Political Economy
GVT 774 Ethical Issues in International Relations
GVT 778 Advanced Research Methods in International Relations

**Political Science/Government Electives**

Select any three Government or PAD courses (9 credits) not already counted towards the required five.

**Admission**

To be reviewed for admission into the MSPS/MPA degree program you must:
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 Science in Mental Health Counseling (MSCJS/MSMHC)

Program Advisors:

Dr. Donald R. Morton,

Dr. David Medoff

The 60-credit joint MSCJS/MSMHC program consists of 20 courses, 8 in the Crime and Justice Studies Program (MSCJS) and 12 in the Mental Health Counseling Program (MSMHC). This degree meets the need of public and private sector workers who wish to strengthen their direct service skills in the increasingly interdependent areas of mental health, human services, and crime and justice. Students must meet the admissions requirements for both programs and declare this joint degree during the first year of matriculation. Degrees will not be awarded until all degree requirements for both degrees are fulfilled.

MSCJS Courses

24 Semester Hours

Required Core Courses (12 Semester Hours)

CJ 701  Seminar in Crime and Justice Studies

CJ 702  Research Methods in Crime and Justice Studies

CJ 703  Crime and Justice Studies Quantitative Analysis

CJ 704  Legal Issues in the Criminal Justice System

Electives (12 Semester Hours)

CJ 638  White Collar Crime

CJ 657  Perspectives on Drug Policy

CJ 681  Crime and Communities

CJ 683  Policing in America

CJ 685  Seminar in Corrections

CJ 686  Seminar in Juvenile Justice

CJ 687  Justice and the Community Courts

CJ 688  Restorative Justice
CJ 690  Substance Abuse in Criminal Justice
CJ 691  Intimate Violence and Sexual Assault
CJ 692  Criminal Justice Policy
CJ 694  Critical Victimology
CJ 695  Special Topics in Crime and Justice Studies
CJ 705  Race, Class, Gender, and Justice
CJ 708  Ethical Issues in the Crime and Justice Professions
CJ 783  Practicum in Crime and Justice Studies I
CJ 784  Practicum in Crime and Justice Studies II
CJ 786  Internship in Crime and Justice Studies I
CJ 787  Internship in Crime and Justice Studies II
CJ 788  Internship in Crime and Justice Studies III
CJ 800  Independent Study in Crime and Justice Studies

**MSMHC Courses**

36 Semester Hours

**Required Core Courses (18 Semester Hours)**

EHS 713 Counseling: Theory and Practice
EHS 716 Psychological Diagnosis
EHS 717 Introduction to Psychological Testing
EHS 737 Counseling Skills Laboratory
EHS 738 Mental Health Counseling Practicum I
EHS 739 Mental Health Counseling Practicum II

**Electives (18 Semester Hours)**

EHS 701 Child and Adolescent Development
EHS 712 Adult Development
EHS 714 Psychology of Career Development
EHS 725 Forensic Psychological Assessment
EHS 726 Family Therapy
EHS 727 Substance Abuse
EHS 728 Professional Orientation: Ethical/Legal Issues
EHS 729 Human Sexuality Seminar
EHS 730 Personality Disorder Seminar
EHS 732 Psychological Disorders of Childhood and Adolescence
EHS 733 Counseling Diverse Populations
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