1980

Suffolk University Academic Catalog, College of Business Administration, 1980-1982

Suffolk University

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SUFFOLK University

School of Management

Undergraduate and Graduate Bulletin
The Suffolk University Bulletin is published six times a year as follows: February, College Summer Session; July 1, College of Liberal Arts & Sciences Catalogue Issue; July 5, School of Management Catalogue Issue; April 15, College Evening Bulletin (Fall); August, College Entrance Information; November, College Evening Bulletin (Spring).

Second Class Postage Paid at Boston, Massachusetts. Published by Suffolk University, 41 Temple St., Beacon Hill, Boston, Massachusetts 02114. Phone 723-4700.
ENROLLMENT (1979-80) Day Evening Total
College of Liberal Arts and Sciences 1,337 394 2,018
Graduate Education 38 249
School of Management
  Undergraduate 921 639 2,758
  Graduate 173 920
  Executive MBA (Saturday) 105
Law School 969 711 1,680

3,438 3,018 6,456

RETENTION
National studies indicate that of entering freshmen, the median percent graduated in four years varies from 35% to 40%. At Suffolk University, 38% of entering freshmen are graduated in four years, and 46% in six years.

DEGREES
College of Liberal Arts and Sciences
Day and Evening Division, Undergraduate; A.B., B.S., B.S. in J., A.A., A.S., B.S. in G.S.

School of Law
Day and Evening Divisions: J.D.

School of Management
Day and Evening Divisions, Undergraduate: B.S.B.A., B.S.P.A.
Day and Evening Divisions, Graduate: M.B.A. and M.P.A.
Saturday Executive Program: MBA

LOCATION
41 Temple Street, Boston, adjacent to the Massachusetts State House and near the “New Boston” Government Center, public parking and transportation. Cobscook Bay, Edmunds, Maine, site of the Robert S. Friedman Cobscook Bay Laboratory.

FACILITIES
288,000 Square Feet
46 Classrooms
28 Laboratories
Law School Library
College Library
40-Acre R.S. Friedman Cobscook Bay Laboratory

LIBRARIES
Law Library 102,500 Volumes
Library for the Colleges 90,000 Volumes
Microtexts 24,000
Museum of Afro-American History 2,500 Volumes
Fenway Consortium 660,000 Volumes
FACULTY
College of Liberal Arts & Sciences 105 80
School of Management 39 61
Law School 39 46

FINANCES
Endowment $7,560,000
Plant Assets 13,400,000
Operating Budget 14,000,000

TUITION
College of Liberal Arts and Sciences $2,900
School of Management
Undergraduate 2,900
Graduate 3,300
Law School
Day 3,920
Evening 2,940

FINANCIAL AID
Federal (including BEOG) $2,351,000
University and other sources,
including State Scholarships 802,000

Altogether, about 2,000 receive some financial assistance — loans, work-study, or scholarships. Priority is given to needy students who file on time.

ATHLETICS
Member of N.C.A.A., E.C.A.C., N.E.C.A.C.
Intercollegiate Competition in: Basketball, Baseball, Golf, Tennis, Cross-Country
Women's Athletics: Intercollegiate Competition in Tennis, Basketball; Member of M.A.I.A.W.
Intramural Competition in: Basketball, Football, Softball, Tennis
Hockey Club
3 time winner of the Little Four Intercollegiate Golf Tournament
1974-1975 New England N.C.A.A. Basketball Regional Finalists
1975-1976 New England N.C.A.A. Basketball Regional Tournament
1976-1977 New England N.C.A.A. Basketball Regional Tournament
1977-1978 New England N.C.A.A. Basketball Regional Tournament

SPECIAL PROGRAMS
Field Station — Cobscook Bay, Maine, Joint Programs with Emerson College, Child Care, Crime & Delinquency; Clinical Chemistry*, Executive MBA; Management Education Center, Medical Technology; Social Work, Spanish-Sociology, Urban Studies, Pre-Dental, Pre-Legal, Pre-Medical, Pre-Optometry, Pre-Veterinary, Senior Citizens
Suffolk University is an independent, urban, co-educational institution located on historic Beacon Hill in Boston, Massachusetts. It was founded in 1906 when Gleason and Hiram Archer established Suffolk Law School — now one of the nation's largest. Further development of the University came in 1934 when the College of Liberal Arts first offered courses for undergraduates. Rapid growth followed with the establishment of the College of Business Administration in 1937. In April 1937 the Law School and the Colleges were incorporated into Suffolk University by the action of the Massachusetts legislature.

Suffolk University pioneered in creating an opportunity for working men and women, the sons and daughters of immigrants and other minority groups, to acquire a college education — at a time when such a concept was still socially and politically unpopular. Its faith has been justified, for the concept of non-discrimination has become the law of the land.

The enrollment of the University in 1979-1980 consisted of 6,287 men and women. Of this total, 2,018 were enrolled in the College of Liberal Arts and Sciences, 2,589 in the School of Management, and 1,680 in the Law School. During the preceding ten years, the University's enrollment increased 103%.

The College of Liberal Arts and Sciences and the School of Management offer to both day and evening students, full and part-time programs that lead to associate's, bachelor's, and master's degrees, and the Law School awards the J.D. degree.
The University buildings are located close to the Massachusetts State House and near the area of the "New Boston" Government Center. In September, 1966 Suffolk University dedicated a new air-conditioned complex, the Frank J. Donahue Building, and in October, 1975 dedicated an additional six story multi-purpose center, the John E. Fenton Building. These facilities along with the Archer, Mount Vernon Street, and Ridgeway Lane Buildings provide modern space for laboratories, libraries, classrooms, cafeteria, and offices for faculty, administration and student activities. The University also rents office space on the third floor at 100 Charles River Plaza on Cambridge St.

The University has purchased the 12-story building at 8 Ashburton Place, formerly the home of the United Way and the old Boston City Club to house the administrative offices presently located at Charles River Plaza, the School of Management, the Journalism department, the library, classrooms for the College of Liberal Arts and Sciences, and a Cafeteria.

A 40-acre coastal field station was established in 1968 at Edmunds, Maine and was dedicated to the memory of the late, distinguished Service Professor Robert S. Friedman and was dedicated in 1973 as the R.S. Friedman Cobscook Bay Laboratory of Suffolk University.

Since the University is primarily an urban institution with a substantial proportion of commuting students, it does not have dormitory facilities. However, many of those enrolled come from out-of-state and foreign countries. These students and those who do not live at home, are responsible for making their own arrangements for suitable living accommodations in the Boston area.

Over the seventy-two year history of Suffolk University, the quality of its faculties and the success of its graduates have gained wide recognition. Men and women educated at this University have become judges, mayors, legislators, teachers in schools and universities, journalists, lawyers, doctors, businessmen and women, accountants, scientists, and social workers. In every professional and commercial field, they are making significant contributions to American Society.

UNIVERSITY PHILOSOPHY

"Human progress depends on a double advance — increase in knowledge and the discovering of higher values."

Suffolk University believes in liberal education for all students, regardless of their special academic and vocational interests. The faculty hopes to develop in its students an awareness and understanding of
those values which are basic to civilization. The University believes
that its highest purpose should be to provide an environment in which
each individual can become acquainted with many branches of knowl­
edge, can gain insight into the problems of human behavior, and can
develop flexibility of mind. Creative thinking requires free access to
information and freedom to interpret, evaluate and extend ideas and to
communicate them to others. To the advancement of these ends, free­
dom of research and teaching are fundamental.

The opportunity to acquire a liberal education should be available to
each person in a democratic society without regard to race, creed,
religion, national origin, sex, age, handicap or economic status, but
consistent with the student's ability to maintain required academic
standards. The University is deeply concerned with its role in the de­
velopment of civic responsibility in students, and attempts to provide
through its curriculum the means to achieve this goal.

At the same time, the University recognizes its responsibility to provide
career-related programs that will equip its graduates to compete in the
professional job market. Consequently, many of its programs contain
both liberal arts and career-oriented components.

Suffolk is like many other universities in its emphasis on the classroom,
the library, and the laboratory. Its major contribution to higher educa­
tion is that it makes available to students in a metropolitan area some
of the benefits of a small college. An attempt is made to create an
educational setting within an urban area which stimulates a degree of
intimacy in student-to-student relationships and student-faculty rela­
tionships conducive to the greatest possible exchange of ideas.

ACCREDITATIONS

Suffolk is accredited by the New England Association of Schools and
Colleges, the American Chemical Society, the American Bar Associa­
tion, 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 Inter­
national Association of Counseling Services.

MEMBERSHIPS

Suffolk holds membership in the American Association of Colleges for
Teacher Education, American Association of Collegiate Schools of
Business Assembly, American College Personnel Association, Ameri­
can Council on Education, Association of American Colleges, Associa­
tion of College Unions - International, Association of Independent Col­
Admissions

Suffolk University does not discriminate on the basis of race, color, religion, sex, national origin, age, marital or parental status, or handicap in its admissions policies and in the administration and operation of all its programs and activities.

Students may apply for admission to Suffolk University for the Fall, Spring, or Summer sessions and may attend full or part-time.

Freshmen — The Admissions Committee judges freshmen applicants based on a successful high school college preparatory program. A rigid pattern of college subjects is not required. Consideration is given to the quality of the high school subjects, class rank, recommendation of the high school counselor, the College Board scores, and other pertinent information. Suffolk uses rolling admissions. Early decisions are given when there is evidence of three years of highly successful college preparatory study and above-average SAT’s (Junior scores).

Transfers — Transfer applicants are accepted based on successful work at accredited two-year colleges, four-year colleges, or other institutions of collegiate rank. The last thirty hours in any bachelor’s degree program must normally be earned at Suffolk.

Credit shall be allowed for “D” grades if a transfer student attended a regionally accredited institution and if the overall average is 2.0 or better.
If the transfer student has attended more than one institution, this policy shall be valid for each respective accredited institution, rather than collectively.

The Admissions and Retention Committee will, in concert with individual academic departments, review all accepted "D" grades and recommend appropriate academic measures, such as taking specified alternative or additional courses; and taking aptitude, interest, and academic achievement testing.

The School of Management will accept direct transfer of credit for lower division (freshman/sophomore) level courses taken at regionally accredited two-year and four-year colleges with appropriate grades providing that such courses correspond directly to lower division courses offered at Suffolk University during freshman/sophomore years. Courses taken at a two-year or four-year college that are not required at Suffolk until the junior/senior year will not be transferable unless validated.

The following validation techniques are recognized by the School of Management:

1. College-Level Subject Examinations administered by the College Board, Princeton, New Jersey.
2. Successful completion of an advanced course in the subject field for which the course in transfer is a foundation. Upon completion of an advanced course, a student must submit a Petition Validation Form to the Office of the Dean, School of Management.

Graduate Students — Refer to Graduate Section of Bulletin for admission information.

Advanced Placement — College credit may be awarded for College Board Advanced Placement Tests taken in high school. Six semester hours are awarded for each test successfully completed.

College Level Examination Placement Tests (CLEP) — A maximum of 60 semester hours of credit may be awarded for the results of the CLEP tests. A maximum of thirty semester hours may be awarded for the five tests in the General Examination. The other thirty hours may be awarded for subject tests. The CLEP Test is administered by the College Board. In order to ensure that test scores are received in time for graduation, must take the tests prior to the last semester of their senior year. However, this does not preclude students from taking a CLEP-Test in lieu of repeating a failed course.
Communication Process — Selected Freshman students will be required to take Communication Process, Eng. 1.5 (three semester hours credit) and Writing Skills, Eng. 1.0 (three semester hours credit). These courses have been developed in an effort to help students improve their study and verbal skills so that they will more effectively attain their academic potentials while at Suffolk University. Students who wish to select this course may do so with the consent of the instructor.

Writing Skills Review — This is an optional course which has been designed for graduate students needing improvement in written expression. Attention is given to business letters, memoranda and reports, with emphasis on grammar, punctuation, organization and style. 1 term — 3 semester hours. Offered in fall and spring semesters. (Does not count toward credits for MBA or MPA degrees.) See Liberal Arts catalog for description.

Evening Degree Students — Applicants for degree status in the Evening Division are expected to meet the same requirements as day students. An Equivalency Certificate issued by any State Department of Education may be used in lieu of a high school diploma.

Senior Citizens — Senior citizens (65 or over) may take tuition-free undergraduate courses at Suffolk on a space-available basis. Applicants should consult the Admissions Office for enrollment procedures. A $15 application fee is charged.

Continuing Education — Men and women who have delayed or interrupted their education may take day or evening courses either as special non-degree students or as degree candidates. While most continuing education students attend evenings, those with family responsibilities or who work nights have the opportunity to attend days on either a part-time or full-time basis. Applicants should consult the Admissions Office for enrollment procedures. A wide range of advisory and supportive services is available to Continuing Education students.

Non-Degree Students — Non-degree students may apply credit earned at Suffolk towards a degree. Non-degree students are required to submit a non-degree student application. The School of Management admits non-degree students on a space available basis in the undergraduate and MPA programs. The School of Management does not admit non-degree students in the MBA program.

Students who enter as Special Non-Degree Undergraduate Students and wish to become degree candidates should complete the regular
admissions application in order to be reclassified as matriculating degree status students. Qualified special students should complete the application process before 30 hours of coursework is completed.

International Students — A special information sheet is available for international students. The application deadline for the Fall Semester is March 1. All credentials must be received by April 15.

International students applying for the Spring Semester (January) must apply by October 1. All credentials must be received by November 15.

Students may be required to take Eng. 1.3, English as a Second Language, prior to taking Eng. 1.1 or 1.2, if a language deficiency exists as determined through testing by the English Department or the Test of English as a Foreign Language (TOEFL).

Re-Admission to Suffolk — Students re-entering Suffolk after an absence of one semester or more should request a special re-entry form from the Admissions Office. Re-entry is on a space available basis.

Notification of Acceptance — Applicants are notified of the Admission Committee’s decision as soon as all required credentials are received.

Housing — Suffolk University does not have dormitories. Students must make private arrangements for housing.

Associate Degrees — The Associate degrees in Arts or Science will be granted to those students who have satisfactorily completed 62 semester hours in the prescribed curricula. The candidate for this degree must present a request in writing to the Registrar at the beginning of the final semester. At least thirty semester hours toward the degree must be earned at Suffolk University. The Associate degree is not offered by the School of Management.

Admissions Information — Applications for admission to the School of Management and College of Liberal Arts and Sciences may be obtained by writing to the Admissions Office, 56 Temple Street, Boston, Massachusetts 02114. The Admissions Office is open Monday through Friday, 8:45 a.m. to 4:45 p.m. Telephone: 723-4700.
Finances and Student Aid

TUITION

Tuition charges are based on (1) the number of courses carried and on (2) whether the student is an undergraduate or graduate student. A full-time course load consists of either four or five courses or 12-17 semester hours of credit per term.

**Full-Time Course Load** (12-17 semester hours per term)

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Undergraduate Courses</th>
<th>Graduate Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,900 per year</td>
<td>$3,300 per year</td>
</tr>
<tr>
<td></td>
<td>$1,450 per semester</td>
<td>$1,650 per semester</td>
</tr>
</tbody>
</table>

**Excess Courses**

<table>
<thead>
<tr>
<th>Course Type</th>
<th>$97 per semester hour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$110 per semester hour</td>
</tr>
</tbody>
</table>

**Part-Time** (1 to 3 courses per term — 11 semester hour maximum), Extension and Summer Courses

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Undergraduate Courses</th>
<th>Graduate Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$264 per 3 credit course</td>
<td>$330 per 3 credit course</td>
</tr>
<tr>
<td></td>
<td>$88 per semester hour</td>
<td>$110 per semester hour</td>
</tr>
</tbody>
</table>

**Executive MBA**

<table>
<thead>
<tr>
<th>Course Type</th>
<th>$366 per 3 credit course through July, 1980</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$417.50 per 3 credit course as of October, 1980 session</td>
</tr>
</tbody>
</table>

Checks should be made payable to Suffolk University.

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.
It can be assumed that during your years of attendance, with continued inflation and its effect on the cost of education, tuition will probably rise each year.

**Tuition Payment Plans** — While the tuition and fees for each semester are due at the time of registration, students who find it necessary may arrange to pay on a deferred payment basis under Payment Plan 2. It must be clearly understood, however, that each student who registers is obligated for the tuition charges of the full semester, even though in approved emergencies the student’s tuition liability may be reduced as described on page 15.

There are two payment plans available:

**Plan 1**: One payment of all charges (for full semester) at time of registration for each semester. Students carrying only one course must use this plan.

**Plan 2**: Two payments — one half at time of registration; one half in sixty days. (*Limited to students carrying two or more courses.*)

A service charge of $7.00 per semester is added to the tuition bill under Plan 2.

In the event that the second installment under Plan 2 is not paid on time, a $10 Late Payment Fee is charged.

If a student does not pay tuition or fees as required according to the regulations published in the *Bulletin* and in Registration Information, or make satisfactory arrangements for such payment with the Manager of Student Accounts, he or she will be dismissed immediately from the University.

No other provision is made for installment payment, whether monthly, quarterly or otherwise, directly with the University. Parents or students who wish to make such arrangements should do so with a bank or other commercial firm that handles such financing.

Many states have a bank guarantee program for long-term low-interest education loans. Parents should investigate and evaluate the different programs before committing themselves to a particular repayment schedule. Whenever required, the University will be happy to cooperate with parents in arranging for loans with these outside institutions.

**Summer Session Tuition** — The 1980 Summer Session rate will be $234 per 3 semester hour undergraduate course and $291 per 3 semester hour graduate course. In 1981 summer tuitions will be $264 and $330 respectively.
All summer session students who take one course will pay their tuition in full, plus fees if any, at the time of registration.

**Tuition Liability** — Students who are obliged to withdraw from the university or to drop courses before the end of the fourth week of the fall or spring terms will, on the recommendation of the Dean of Students and approval of the Manager of Student Accounts receive a reduction of their tuition liability according to the following schedules:

*Undergraduate and Graduate Programs (excluding Executive MBA)*

<table>
<thead>
<tr>
<th>Withdrawal Notice or Drop Form filed</th>
<th>Student is liable for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to start of classes</td>
<td>0%</td>
</tr>
<tr>
<td>Within two weeks from start of classes</td>
<td>20%</td>
</tr>
<tr>
<td>Within three weeks from start of classes</td>
<td>50%</td>
</tr>
<tr>
<td>Within four weeks from start of classes</td>
<td>75%</td>
</tr>
<tr>
<td>After four weeks from start of classes</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Executive MBA Program*

<table>
<thead>
<tr>
<th>Withdrawal Notice or Drop Form filed</th>
<th>Student is liable for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to start of classes</td>
<td>0%</td>
</tr>
<tr>
<td>Within two weeks from start of classes</td>
<td>50%</td>
</tr>
</tbody>
</table>

All adjustments in the student's tuition liability will be based on the date on which the Withdrawal Form or Drop Form is received by the Accounting Office. Non-attendance does not constitute official withdrawal. The Summer Session Tuition Liability is published separately.

The tuition deposit of entering full-time students is non-refundable.

**FEES**

- Application Fee (Non refundable) $15
- Tuition Deposit (Full-time applicants only, Non refundable) 100
- Deferred Tuition (Service Charge for installment payments) 7
- Student Activities Fee (Full-time undergraduate) 35
- Student Activities Fee (Full-time graduate) 10
- Student Activities Fee (Part-time undergraduate and graduate) 5
- Student Activities Fee (Part-time MBA — total $9) 4
- Late Registration 25
- Laboratory (per semester for each laboratory course) 25
- Change of Course (charged after second week) 10
- SCUBA (per course involving SCUBA) 40
- Make-up Examination (per examination) —
  - petition Dean of Students 5
- R.S. Friedman Laboratory Fee (includes room and board) per day 10, per week 50
Transcripts (first copy free, $1.00 for second copy, and $.50 per additional copy made at the same time)  

Petition for Readmission (students dropped for academic or other reasons)  

Graduation Fee — June graduation  
January and September graduation  

Special fees are assessed for courses involving travel, theatre tickets, and similar expenses.

**Graduation Fee** — June Graduates. The graduation fee, including diploma, is $25. This fee is payable whether or not the student attends the graduation ceremony. As there is no formal graduation ceremony in January or September, the graduation fee is $8 (cost of diploma). January and September graduates also are invited to attend the June graduation ceremony and, if attending, must pay the full graduation fee of $25. This fee, together with any other unpaid balance, must be paid when the application for degree is filed.

**Transcript of Record** — Students may obtain certified transcripts of their college record from the Registrar's Office. There is no charge for the first transcript. A charge of $1 is made for the second copy and for subsequent copies not ordered at the same time. In the event that several transcripts are ordered at one time, a charge of $1 will be made for the second copy and of $.50 each for additional copies. Requests for transcripts should be made in writing at least one week in advance of the date on which a transcript is desired. No transcript will be issued until the transcript fee has been paid. 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 the University.

No transcript requests will be honored during the registration periods. Requests must be made in writing or by coming to the Registrar's Office in person. No telephone requests will be honored.

**Late Registration Fee** — A fee of $25 is charged to any student who registers after the closing date announced in the University Calendar for registration in any semester or summer session.
FINANCIAL AID

General Information

Suffolk University does not discriminate against aid applicants on the basis of sex, race, color, national or ethnic origin or handicap.

Throughout the history of Suffolk University it has been the general policy to encourage and foster education for students of limited means. There are four main sources of financial aid: the federal government, the state government, the university and "other" sources. Federal programs include grants (no payback), low interest loans (pay back after leaving school) and work-study (money earned from part-time jobs through the college). In Massachusetts, full-time undergraduate state residents who demonstrate financial need may receive a $900.00 renewable grant.

Any undergraduate or graduate student enrolled in a degree program of at least 6 semester hours of credit may apply for consideration for assistance. All undergraduate aid applicants are expected to file Basic Educational Opportunity Grant and (if Massachusetts residents) state scholarship applications. Suffolk University is a member of the College Scholarship Service and endorses the principle that the amount of aid awarded to a student should depend on his or her demonstrated financial need.

Financial awards are made to help students to finance the cost of education when their personal and the family resources are not sufficient for this purpose. The difference between the total cost of education and the total family contribution is expressed as the financial need. In general, the higher the family income the greater the expectation of contributing to college costs and the smaller the award. Particular family circumstances and student summer and/or part-time earnings also have a bearing on financial need.

Awards for needy students are usually offered as a "package" — some combination of three principle kinds of aid (grants, loans and employment).

Financial awards usually are granted for academic year periods of study, September through June. One-half of the amount of aid granted will be credited to the student's fall account, and one-half to the spring account.
Most awards are limited to students enrolled full-time but some may be granted to students enrolled half-time (carrying at least 6 college credits per semester).

**LOANS**

**National Direct Student Loan** (negotiated in Accounting Office)
Veterans will automatically be considered independent of their parents when considered for this loan.

No interest is charged until repayment begins. Repayment schedules are set up by the Accounting Office, at an interest charge of 3% on the unpaid balance, beginning 9 months after graduation. Grace periods of 3 years without payment of capital or interest are allowed for military service, Peace Corps and VISTA service. Also, no payments are required as long as the student enrolls in at least 6 credits per term at the graduate level or undergraduate level.

Effective July 1, 1972 cancellations of 10% of the loan amount, plus interest, are no longer granted to those who become full-time teachers in elementary, secondary, or higher education institutions for each year of teaching up to a maximum of 50% for 5 years. The cancellation still applies to loans negotiated before July 1, 1972.

Also effective July 1, 1972, the teaching of emotionally, economically, physically and mentally handicapped students qualifies for a 100% cancellation over 5 years (15%, 15%, 20%, 30%). This replaces the old 15%/year cancellation up to 100% which is still in effect for loans negotiated before July 1, 1972. Teaching in a Headstart program now qualifies, under certain conditions, for 15%/year cancellation up to 100%.

Finally, borrowers involved in active military service after July 1, 1970 may qualify for 12½% per year cancellation up to 50%, although any loan negotiated after July 1, 1972 can be cancelled only for combat military service.

All amounts owed are cancelled in case of death or permanent total disability. Loans are renewable only upon application.

Student loans are based on need and cannot exceed the following limits:

**UNDERGRADUATE** — National Direct: Combined total of not more than $2500. during first two years and not more than $5000. during undergraduate career.

**GRADUATE** — National Direct: Combined total of not more than $10,000. for undergraduate and graduate career.
GUARANTEED STUDENT LOAN PROGRAM

Help Loans, Guaranteed Insured Loans, and Bank Loans
These loan programs require an application from a bank or credit union in addition to the Suffolk University Loan Application. Depending on the student’s state of residence, up to $2500 ($5000 for graduate students) can be borrowed annually with a maximum of $7500 (undergraduate) or $15,000 combined undergraduate and graduate. The interest rate is 7% which the Federal Government will pay while the student is in school. Repayment of the loan by the student usually begins 9 months after graduation, but can be deferred for graduate school or service in the military, Peace Corps or VISTA. The school is required to recommend to the bank a loan amount. Students are requested to have a Suffolk University Loan Application on file prior to submission of the bank loan application.

GRANTS

Basic Educational Opportunity Grant (BEOG)
Undergraduate matriculating students enrolled for a minimum of 6 credits a semester may be entitled to an award from this federal grant source. Award amounts vary due to demonstrated financial need (as measured by the Financial Aid Form of the College Scholarship Service), but could range from $200 up to $1800 per academic year for full-time study.

Massachusetts State Scholarship Program (MBHE)
About 15 million dollars will be awarded annually from this need-based grant program. The award value at Suffolk is $900. per academic year for full-time residents of Massachusetts who are eligible for this program. Applications and information are available at the Financial Aid Office, but the Financial Aid Form of the College Scholarship Service must be filed with the State of Massachusetts as required.

EMPLOYMENT

College Work-Study Employment Programs: (summer, fall and spring)
With the assistance of Federal funds, the Financial Aid Office is able to provide to students enrolled for 6 or more semester hours each term many employment opportunities either on the campus or in various public or private non-profit off-campus agencies both in the greater Boston area and in the student’s home community (even in other states). Some of these jobs provide work experience directly related to the student's educational objective while at the same time providing regular income for educational expenses. Students are limited to 20 hours per week during the school term, but may work 35 hours per week during...
the summer or other school vacations. Eligibility is based on need, and earning must be related to total educational costs. Students must be authorized for each work period before reporting to the employing agency.

**Location**

The financial aid office is located on the 3rd floor of 100 Charles River Plaza on Cambridge Street. The telephone number is 723-4700 ext. 361.

**Hours**

8:45 a.m. to 5 p.m. Monday through Friday.

**Walk-In Service**

General information and questions will be handled on a walk-in basis by the Financial Aid Office staff. Appointments with specific Officers are available on request.

**Confidentiality**

All information provided to the Financial Aid Office will be regarded as confidential and will not be revealed without the student’s express written consent.

**Costs Estimated for 1980-81**

<table>
<thead>
<tr>
<th>Dependent Full-Time Students:</th>
<th><strong>Undergraduate</strong></th>
<th><strong>Graduate</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$2,900</td>
<td>$3,300</td>
</tr>
<tr>
<td>Fees</td>
<td>35</td>
<td>10</td>
</tr>
<tr>
<td>Room and Board (estimate)</td>
<td>1,865</td>
<td>1,865</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Medical and Infirmary</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Clothing and Personal</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Travel</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,300</strong></td>
<td><strong>$6,675</strong></td>
</tr>
</tbody>
</table>

These estimates are subject to change.
Financial Aid Deadlines

February 15
File Financial Aid Form of the College Scholarship Service.
File Suffolk University Financial Aid Application.

March 15
Basic Grant final application deadline for processing 1981-82 requests.

April 30
Advising — Among the many advantages of Suffolk University is its relatively small size which enables students to maintain their individuality. Within the setting of a major university, each college affords an opportunity for extensive personal contacts, if desired. Faculty and Administration are readily available to students. Administrators and Faculty maintain an “open door” policy. Faculty office hours are posted. An active freshman advising program utilizes both faculty and upper class students. A faculty advisor is assigned to each freshman according to the intended major area of study. Upon earning sophomore status, a student may elect to remain with this advisor or seek the services of another faculty member within the student’s major department.

Advising at Suffolk is available with a wide variety of members of the faculty, administration and staff. Problems discussed may be of academic, financial, vocational, social or of any other nature that concerns the student and may affect present or future progress.

Students are encouraged to discuss academic affairs and interests with members of the faculty whose interests overlap their own. The deans want to know and aid their students and may be called on for general discussion as well as for more specific matters.

Advising on personal affairs is readily available in the Dean of Students’ Office. United Campus Ministry offers its services for religious, marital,
and personal counseling. The Career Planning and Placement Office encourages early and continued discussion of occupational plans, options, and opportunities.

Students are encouraged to assume responsibility for their own affairs as much as possible. A significant part of this responsibility involves securing counsel or assistance whenever needed or helpful.

If a faculty advisor approves a student’s program, the student is obliged to follow that program unless approval for change is obtained from the advisor.

Archives — The University Archives is a storehouse of Suffolkana. A collection of Suffolk yearbooks, catalogs, newspapers, and other memorabilia are housed in the Archives. The Suffolk University Archives is located in the Mount Vernon Street Building.

Bookstore — The Bookstore is located in the lower level of the Archer Building. It has every facility for the rapid handling of text books and other college supplies. The Bookstore is open from 8:00 a.m. to 8:00 p.m., Monday through Thursday, 8:00 a.m. to 6:00 p.m., Friday, and 8:00 a.m. to 12:00 noon, Saturday.

Campus Ministry — To meet the spiritual, moral, and social needs of young men and women, chaplains of various religious faiths are available to provide religious services at appropriate times and to counsel students. All are invited to visit the Campus Ministry Office, Ridgeway Student Center, to discuss their religious, marital, social, or personal interests.

Career Planning and Placement Center — The Career Planning and Placement Center exists to assist students and alumni in developing career plans, in becoming acquainted with the job market and in developing the strategies and techniques needed to secure successful employment.

Placement services include full and part-time job listings, on-campus employment interviewing, workshops in resume writing and job interview techniques, individual and group career counseling, and employment information referrals. Services also include information concerning the job market, occupational trends, and wage and salary fluctuations. In addition to these services, the Placement Center provides students and alumni access to the state job bank through its microfiche viewer.
Located within the Center is a Placement Library which contains descriptive information on over 500 companies and governmental agencies which hire at the baccalaureate and graduate levels. In addition to this, there are numerous publications concerning the current job market, future employment trends, and salary and wage information. Detailed handout materials on resume writing, job interviewing, how to develop and implement a successful job campaign and a selection of directories of government, business and educational institutions are also housed at the Placement Library.

The Career Planning and Placement Center is located in the Charles River Plaza Building and is open from 8:45 to 4:45, and, in addition is open one evening each week. Individual appointments with the Director can be scheduled from 9:00 till 4:00 Monday through Friday. Visit the Center or call extension 118 for more information.

College Library — The College Library, located on the third floor of the Archer Building, contains a collection of 90,000 volumes and more than 1,000 periodicals. It contains over 10,000 microfilm reels and microfiche together with readers and reader/printers. There is a special 20,000 volume collection of 19th century Americana on microfiche and special book collections of Afro-American literature and modern poetry.

An oral study area adjoins the main reading room where students can study together. Typewriters and photocopying machines are available there.

A major strength of the College Library is its Reference collection, particularly its management reference services. The Reference Room maintains a strong collection of special encyclopedias, bibliographic and indexing tools and statistical and abstracting services. This room also provides useful collections of newsletters, corporate annual reports, and information about Massachusetts and Boston. Reference librarians are available throughout the day, evening and weekend hours of the Library.

Important additional library resources are available to students among the many libraries in Boston. Suffolk College Library is a member of the eleven library Fenway Library Consortium. It maintains special information concerning a number of the banking, insurance, governmental, business, and association special libraries in the downtown area. As well as the Boston Public Library, students are also able to make on site use of materials in these libraries, in the State Library, the Kirstein Business Branch of the Boston Public Library and several other academic libraries. The College Library systematically collects information about these resources, making it the place-to-start for any research assignment.
FENWAY LIBRARY CONSORTIUM

In 1975 a small group of libraries located near one another in Metropolitan Boston formed the Fenway Library Consortium. The organization benefits member libraries through the:

1. Exchange of information and resources.
2. Increased research potential achieved by coordinated collection development.
3. Enhanced ability to receive private and government grant funds.

Walk-In Interlibrary Loan (WILL) which allows a user from any member library to borrow materials directly from other consortium libraries is a result of this cooperation.

Boston State College
625 Huntington Ave.

Emmanuel College
400 The Fenway

Hebrew College
43 Hawes St., Brookline

Mass. College of Art
364 Brookline Ave.

Mass. College of Pharmacy
179 Longwood Ave.

Simmons College
300 The Fenway

Suffolk University
41 Temple St.

Wentworth Library
550 Huntington Ave.

Wheelock College
132 Riverway

Museum of Fine Arts
465 Huntington Ave.

Emerson College
130 Beacon St.
The Library is open during the regular school term from 8:00 a.m. to 11:00 p.m. Mondays through Thursdays, 8:00 a.m. to 9:00 p.m. Fridays from 9:00 a.m. to 5:00 p.m. on Saturdays, and on Sundays from 1:00 p.m. to 11:00 p.m. The Library is closed on holidays.

During Summer School the Library remains open from 8:00 a.m. to 10:00 p.m. from Monday through Thursday and on Friday from 8:00 a.m. to 5:00 p.m. The Library is closed on Saturdays and Sundays.

**Computer Resources** — The Office of Academic Services provides instructional and research support services to faculty and students in the School of Management.

The Spring 1980 installation by the University of a 1.5 megabyte memory PRIME 750 computer provides the central computing facility. Languages supported by this system include BASIC, COBOL, FORTRAN 77, PASCAL and PL/I. Also available are numerous application programs including DYNAMO, IDA, MINITAB, SPSS and several management games and business programs.

Additional off-campus computer facilities are also available. These include access to a DEC VAX 11/780, a DEC 11/70 and computers at local service bureaus and other universities.

Instruction in computer programming and computer applications is offered by several departments. Informal tutoring is available on a workshop and seminar basis. Informal tutoring is also provided by a staff of fully trained student assistants, who are available to computer users days, evenings, and weekends.

**Health Center** — The University's Health Service Department has the responsibility for providing primary care and health counseling for students.

Its personnel includes one full-time registered nurse and one part-time registered nurse, as well as a part-time Medical Director. The physician's services are available during the morning hours or by appointment. The Health Services facility is open until 10:00 p.m. during the week.

In addition to primary care and emergency services, the following services are also provided: an allergy vaccine formulated program, hypertension screening and follow-up, overseas travel inoculation and health counseling, tuberculin tests and follow-up, influenza inoculations when properly indicated, physical examinations for sports participants, gynecological services and family planning. V.D. evaluation is provided on a limited basis with referrals to appropriate clinics. At
times, other referrals to appropriate clinics, hospitals or laboratories will be made when indicated in the opinion of Health Services personnel. In addition, various health educational information and programs are provided.

All accidents or injuries occurring on University property should be referred to the Health Center immediately.

A student who has recently had or has been exposed to a communicable disease should immediately contact the University Health Services Department and then be cleared before returning to classes.

The Health Center is located on the first floor, Fenton Building, Room 104 (Telephone extension #260).

**International Student Advice** — The advisor to international students is prepared to render aid in the student’s official relations with one’s own and the United States government. For assistance of an academic or personal nature, the international student should feel free to go to any of the University counselors or faculty.

**Minority Student Coordinator** — The Coordinator serves as a counselor, a resource person, and an advocate for American minority students in the areas of personal problems, adjustment issues, academic advice, and career planning. The Coordinator also serves as an advocate with the University for issues of concern to minority students.

The Minority Student Coordinator is located in the University Counseling Center (Archer Building — Room A20).

**Museum of Afro-American History** — Suffolk University and the Museum of Afro-American History have established a collection of Afro-American literature. Featuring the complete works of noted black writers, the collection serves as the nucleus for a permanent center in Boston for the study of Afro-American literature. It is housed principally in Suffolk’s college library and will enable both students and visitors to study and enjoy Afro-American literature. The collection will contain the complete works of all important Afro-American writers, including poetry, plays, novels, short stories, and essays in both book and periodical form, as well as critical, historical, biographical and bibliographical works on Afro-American literature by writers of all races.

**New Directions** — New Directions is a student-run information, service, and referral center for the Suffolk University community. Volunteer staff learn basic helping skills to provide a resource on campus where students can help students. New Directions’ aim is to service any need of any student who contacts the office. The office emphasizes that it is a
place to come and talk, a place to give information and services as well as receive them. New Directions is also helpful and more than willing to discuss, plan, and channel the ideas of individual students for activities within the University.

New Directions maintains a library of materials on subjects ranging from drugs, alcoholism, and birth control, to consumer protection, food stamps, apartments and volunteer opportunities in the Boston community. Pamphlets, books and personal experience are provided with an honest appraisal of their worth. New Directions enthusiastically provides information about almost everything at Suffolk University.

Office of Veterans Services — The Office of Veterans Services, established in August, 1974, is an itinerant service of the Veterans Administration. The Office functions as an intermediary between the V.A. and the University Community in all matters relating to the University’s veteran students. The mission of the Office of Veterans Services is threefold: counseling and information dissemination; processing initial and follow-up benefit claims (primarily educational); and troubleshooting problem cases involving entitled veterans whose benefits have not been forthcoming. The office is located in Charles River Plaza, 2nd Floor Mezzanine.

Robert S. Friedman Cobscook Bay Laboratory — The Robert S. Friedman Laboratory of Suffolk University is located in Cobscook Bay, Maine, a region noteworthy for its great tidal fluctuations and its abundance of coastal marine life. The laboratory is a 40 acre camping field station accommodating approximately 50 persons in residence. Student, faculty and staff housing is in wooden tents requiring sleeping bags. A central Comfort Station provides shower and lavatory facilities. Meals are prepared by a kitchen staff and are served in a dining facility. Classroom and laboratory facilities support the instructional program supplemented by a circulating seawater system and collecting boats.

Transfer Student Counselor — The Transfer Student Counselor’s Office is open to both full and part time students, Monday through Friday, in the Admissions Office at 56 Temple Street. The Transfer Student Counselor is available to discuss transfer credit, the selection of courses, academic requirements, and problems encountered in the process of transfer. After the student’s transfer status has been clarified, however, the student must confer with a faculty advisor from his or her major department for subsequent academic advice.

University Bulletin Boards — All students are responsible for information posted on the Official University Bulletin Boards located in the entrances in the Fenton and Mount Vernon Street Buildings.
University Counseling Center (Department of Psychological Services) — The University Counseling Center exists to help students function more effectively by helping them to define and achieve their personal and academic goals. Counseling Center facilities and programs are offered to full- and part-time students, faculty, administration and alumni without charge. Owing to limited resources, however, it is not always possible to provide complete support services for special non-degree students. When necessary, students will be referred to appropriate outside agencies for assistance.

The services include the following: (1) individual and group counseling relating to personal and academic adjustment and to career exploration, (2) administration and interpretation of aptitude, achievement, interest and personality tests to assist students in the process of exploring and defining career goals, (3) maintenance of a career/education library, (4) experimental group courses in Interpersonal Relations and Helping Skills designed to help students foster personal growth by increasing self-awareness and awareness of others through face-to-face interchange with group members.

Counseling Center services are available from 9:00 a.m. to 4:30 p.m. Monday through Friday, and on Wednesday evenings from 5:00 to 8:00 p.m. Appointments can be made in Archer 20 or by telephone (Ext. 226).

SCHOLARLY HONOR SOCIETIES

Alpha Delta Sigma Honor Society — This national honor society recognizes scholastic achievement in marketing and advertising studies. To qualify, students must have completed ninety semester hours, rank in the upper 10% of Marketing majors, have a minimum 3.0 average in marketing courses, have completed or be currently enrolled in a minimum of two marketing courses one of which is in advertising, and be a national member of the American Advertising Federation.

Alpha Kappa Delta — Alpha Kappa Delta is the National Honor Society for Sociology majors and Graduate Students who have demonstrated excellence in Sociology.

Its purpose is to promote in each of the various chapters an interest in Sociology, Research in Social Problems and activities leading to Human Welfare. The Suffolk Chapter has been designated Iota of Massachusetts.
Alpha Sigma Lambda — The purpose of Alpha Sigma Lambda, Chapter Alpha Psi, is the advancement and recognition of scholarship among evening students. Membership is restricted to undergraduates who have completed a minimum of thirty semester hours of evening course work at Suffolk University, which must include at least fifteen semester hours outside the student’s major field. Students must have been in attendance at a recognized college or university a minimum of four semesters. Chapter Alpha Psi presently limits membership to juniors and seniors. Members shall be elected only from the highest ten percent of the class in scholarship, provided, however, that the minimum grade point average shall not fall below 3.2.

Beta Beta Beta Biological Society — The Chi Kappa Chapter at Suffolk University was chartered on October 10, 1978. Beta Beta Beta is an honor and professional society primarily for students of the biological sciences. Its goals include promoting student research, publication and exposure to current biological scholarship and career possibilities. Active membership is offered to majors in the biological sciences who have completed at least one term of the sophomore year (including three biology courses) with a 3.00 average in biology and an overall average of 2.70. Associate membership is open to any interested undergraduate.

Delta Alpha Pi Society — At the close of each term the deans and the faculties of the Colleges select high standing junior or senior Day Division students for membership in Delta Alpha Pi. Election is an academic honor and recognizes truly superior achievement by an undergraduate enrolled in any bachelor’s degree program. A student may receive this honor, represented by the Delta Alpha Pi key, at the end of the junior year or upon completing the first half of the senior year. The minimum academic requirements for election are as follows:

**Junior Year** (early selection) — A student who has completed 84 semester hours of college work, at least 30 of which have been completed at Suffolk University, and who has earned a cumulative honor point average of 3.6 or higher shall be eligible for early selection for the honor society. Students who have more than one grade of F or I are ineligible for election to Delta Alpha Pi.

**Senior Year** (final selection) — A student who has earned 102 semester hours at the end of a semester, of which at least 45 semester hours have been earned at Suffolk, and who has earned a cumulative honor point average of 3.4 or higher, shall be eligible for final selection. Generally, the faculty requires a higher average for induction in this society.
Delta Mu Delta National Honor Society — Delta Mu Delta, The School of Management's Gamma Alpha Chapter, honors undergraduate and graduate students who are engaged in the study of business administration. For undergraduate eligibility a student must have completed 61 credits with a cumulative average of 3.2 or better and be in the top 20% of the class. For graduate eligibility a student must have completed one half of the upper level courses with a cumulative average of 3.25 and be in the top 20% of the class. Induction is held in the Spring. Initiation is held in the Spring and early fall.

Honors in English — Juniors and seniors of high scholastic achievement are selected by the English faculty from among English, Journalism, and Humanities majors to take part in a special seminar each semester. They receive scholarly training based on intensive readings in literature. On completion of the program the participants are awarded certificates of merit and given a special notation of their accomplishment on the official record.

Humanities Honors — Students are eligible for Honors in Humanities when they have completed at least 21 hours in humanities courses with an average of at least 3.3. They should maintain an average of 3.0 in other courses, and should make a contribution to the extra-curricula activities.

Modern Language Honors Group — Students who have achieved a 3.0 average in general and at least a 3.3 average in modern language are eligible for honors if they are enrolled in a course beyond the intermediate level.
Outstanding Student Award — Each spring the College of Liberal Arts and Sciences presents an Outstanding Student Award to the individual with the highest cumulative grade point average in his/her respective class. To be eligible for consideration, a student must have accrued the following minimum credit hours while in attendance at Suffolk University:

<table>
<thead>
<tr>
<th>Class</th>
<th>Minimum Earned Credit Hours at Suffolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>15</td>
</tr>
<tr>
<td>Sophomore</td>
<td>42</td>
</tr>
<tr>
<td>Junior</td>
<td>70</td>
</tr>
<tr>
<td>Senior</td>
<td>106</td>
</tr>
</tbody>
</table>

A fifth award is presented to the Senior transfer student with the highest cumulative grade point average who has earned not less than 46 credit hours while in attendance at Suffolk University.

Phi Alpha Theta History Honor Society — Phi Alpha Theta, a member of the American Association of College Honor Societies and the recognized honor group in the field of history, maintains its Theta Lambda Chapter at Suffolk. Composed of both faculty and student members, the Theta Lambda Chapter is a flourishing group with an outstanding record. Student membership is based on: (1) for juniors, the completion of at least fifteen semester hours of history courses with an average of 3.5, plus a general cumulative average of 3.5; or (2) for seniors, the completion of at least fifteen semester hours of history, averaging 3.5, plus a general cumulative average of 3.25. Transferred credits cannot be counted in the requirements. Invitations to membership are extended, generally, during the junior and senior years. All inducted members remain permanently on the roster of Theta Lambda Chapter.

Phi Sigma Tau Honor Society — The Beta Chapter of Phi Sigma Tau Honor Society in Philosophy was chartered at Suffolk on April 26, 1965. Eligibility is open to all students (whether or not majoring in philosophy) who have successfully completed a minimum of three courses in philosophy with a high B or better average grade, have reached at least the second semester sophomore level and whose academic standing at Suffolk is in the upper quartile.

Pi Alpha Alpha — is the National Honor Society for Public Affairs and Administration, the National Honor Society of the National Association of Schools of Public Affairs and Administration. The Suffolk Chapter has the distinction of being one of ten Chapters specifically authorized to admit graduate students. Students in the MPA program who have a minimum grade point average of 3.5, with at least 18 hours of graduate
work completed at the time of application, are eligible for membership. Only the top 20% of a specific graduating class may be admitted to Pi Alpha Alpha.

**Pi Gamma Mu Honor Society** — Massachusetts Gamma Chapter is the Suffolk Chapter of the National Social Science Honor Society Pi Gamma Mu. To qualify for membership, students must have completed 24 semester hours of social science courses with a minimum average of "B" and no failures in government, economics, sociology, history, philosophy, and social psychology. The maximum number of students who may be admitted in any one year is ten percent of upperclassmen specializing in any of the social sciences. Members are elected for life.

**Sigma Pi Sigma** — The Suffolk University Chapter of the National Society of Physics Students and the physics honor society, Sigma Pi Sigma, was established in 1979. Election to Sigma Pi Sigma membership is conducted by the active Sigma Pi Sigma members. To be eligible, a student does not have to be a physics major but must have rank in the upper 20% of his/her class, have a minimum cumulative grade point average of 3.0 and a physics grade point average of 3.3.

**Psi Chi** — The Suffolk University Chapter of Psi Chi, the national honor society in psychology was chartered on April 28, 1978. Psi Chi is a member of the American Association of College Honor Societies. Criteria for membership include (1) junior or senior class status, (2) academic standing in the upper 35th percentile of class, (3) completion of at least five courses in psychology or completion of four courses and current enrollment in a fifth, and (4) attainment of at least a 3.25 grade-point average in all courses in psychology.

**Sigma Xi** — The purpose of Sigma Xi is to encourage original research in science, pure and applied. A Sigma Xi Club is maintained at Suffolk University.

**Sigma Zeta Honorary Science Society** — Alpha Lambda is the Suffolk Chapter of Sigma Zeta, a national honorary science society. The society's aims are to give recognition to students of superior scholarship in the natural sciences and mathematics, to encourage the attainment of a broader knowledge of and to promote interest in these fields, and to stimulate interest in scientific investigation. Active membership is extended to faculty members in the natural sciences and mathematics and to sophomores, juniors and seniors majoring in one of these fields who meet the grade-point ratio qualifications (i.e., 3.00 in science and mathematics and 2.75 overall).
Who’s Who in American Colleges and Universities — Students nominated to Who’s Who are selected in their senior year on the basis of scholastic and community achievements, scholarship ability, participation and leadership in academic and extracurricular activities, citizenship and service to Suffolk University, and potential for further achievement. Both day and evening students are eligible for consideration.

**STUDENT ACTIVITIES**

Suffolk University has a varied and well-formulated student activities program for undergraduate and graduate, full and part-time students. The Student organizations and student governments in conjunction with Student Activities Office offer many programs, activities and services. The extra-curriculum is designed to develop and encourage personal growth in the areas of leadership, initiative, cooperation and sportsmanship.

**Student Activities Office** — This office exists as a primary resource to student organizations and provides recreational opportunities for students. The Student Activities Office offers services including: organizational assistance, programming advice, information, budgetary guidance, scheduling coordination, poster and flyer printing, room reservations, a monthly calendar of events and direct advising for student organizations. To get involved in the extra-curricular life at Suffolk a student can stop by the office in the Ridgeway Student Center for specific information.

The following organizations are open to all students in Suffolk University. There are many other committees and University programs in which to become involved for those students who want to help shape the future of Suffolk University. For more information, contact the Student Activities Office and consult the Log (Student Handbook).

**Recognized Student Organizations and Athletic Opportunities**

- Accounting Finance Association
- Alpha Phi Omega (National Service Fraternity)
- American Chemical Society
- American Marketing Association
- Athletics (Varsity) — S.U. sponsors varsity intercollegiate teams in Basketball, golf, hockey, tennis, and cross country. The University is a member of the National Collegiate Athletic Association, the Eastern Collegiate Athletic Association, the New England College Athletic Conference, the Massachusetts Association of Intercollegiate Athletics for Women, and the Metropolitan Intercollegiate Athletic Council.
Athletics (intramurals) — Intramural Sports are offered for both men and women at Suffolk University. Included in the program are flag football, basketball, weight-lifting, handball, squash, and softball. Clinics are held for tennis, and self-defense. There is also a swimming program for women.

Beacon Yearbook
Black Students Association
Cheerleaders
Christian Science Association
Council of Presidents
Delta Sigma Pi (Business Fraternity)
Evening Division Student Association
Finance Club
Gamma Sigma Sigma (National Service Sorority)
Gold Key Society
Hellenic Cultural Club
History Society
International Students Association
Italian American Club
Irish Cultural Club
Latin American Club
Literary Society
Modern Language Club
MBA Association
New Directions
Phi Alpha Tau (Communication Arts Fraternity)
Phi Chi Theta (Business Sorority)
Phi Sigma Sigma Sorority
Photography Club
Pre Law Association
Political Science Association
Psychology Club
Public Administration Society
Science Club
Society for the Advancement of Management
Student Government Association
Society of Physics Students
Stamp and Coin Society
Suffolk Evening Voice
Suffolk Journal
Tau Kappa Epsilon
Venture Magazine
Walter M. Burse Debating Society
Women's Program Center
WSUB Closed Circuit Broadcasting (Television)
WSFR (Radio)
Young Americans for Freedom
Academic Regulations

Registration — All new students are required to file applications as much in advance of Registration Day as possible. From November to March are the desirable months to request admission to the Fall semester, although applications may be made later in the year for part time students. The approximate deadline for the Spring semester is December 14 and for the Summer session is April 17. On Registration Day students whose applications for admission have been accepted will make out registration forms and secure schedules prior to the opening of classes. Returning students register by mail.

Registration Limits — Except in special cases, no student may register after the first full week in any semester. Credit will not be given for a course in which a student has not formally registered. A late registration fee of ten dollars will be required of all students who register after the last day for registration without penalty as announced in the College Calendar for any semester or summer session.

Attendance — Attendance requirements are left to the discretion of faculty members. Faculty members are responsible for informing students of their attitude regarding attendance at the beginning of each course. The student, in turn, when absent from class, has the responsibility of obtaining knowledge of what happened in class, especially information about announced tests, papers or other assignments. While absence may adversely affect grades in courses when class par-
participation is a determinant in grading, absence per se in other courses will not result in academic penalty.

**Class Hours** — Classes meet three times a week on Monday, Wednesday, and Friday for 50 minutes, twice a week on Tuesday and Thursday for 75 minutes, and for 2 hours and 40 minutes once a week in late afternoons and evenings. Classes meeting on Monday, Wednesday, and Friday and once a week have a 10 minute break between classes. Classes meeting on Tuesday and Thursday have a 15 minute break. The period between 1:00-2:15 p.m. on Tuesday and Thursday is reserved for student activities, faculty meetings, guest lecturers, and films.

**Change of Address** — Each student is required to notify the registrar of any change of home or local address of parent or guardian, or change of legal name. When a student's legal name is changed, the student must provide the registrar with a certified copy of applicable documents authorizing such change. All students are required to notify the registrar of any change of address within 48 hours of such change.

**Student Conduct** — Acceptable conduct is expected at all times of students of Suffolk. It is assumed that students will understand what constitutes acceptable conduct without specific regulations forbidding particular actions. Breaches of good conduct will be the concern of the appropriate officers or committees of the University. Examples of unacceptable conduct include: unauthorized use of alcoholic beverages, theft, vandalism, gambling, plagiarism, and use, possession or distribution of illegal drugs.

For student conduct which tends to discredit or injure the University, or violation of university rules, authorization by the Board of Trustees has been given to impose such penalty as deemed appropriate, including expulsion from the University. This authority has been generally delegated to the Student Conduct Committee or the Dean of Students subject to review by the President or appointed representative. Before action is taken on any accusation or inappropriate conduct, the student concerned will be informed of the charge against him or her and will be given an opportunity for explanation, defense and counsel.

The Code of Justice, the Suffolk University Joint Statement on Rights and Freedoms of Students, and other policies and procedures governing student behavior and disciplinary measures are contained in the *Log*, the Suffolk University Student Handbook.

The University encourages students to develop their sense of civic concerns by the means appropriate to democratic action. In order to preserve and improve the democratic structure of the University itself, it
provides through student-faculty-administration committees both a guarantee of the due process and rich opportunity for collective study and action. At the same time, and for the same purpose, it requires that there be no interference with legitimate discourse, traffic, or business within the University. Violations will subject the offender to action by the Student Conduct Committee up to and including suspension or expulsion.

**Smoking** — Smoking is permitted in the student lounges, in the cafeteria, and in designated areas of the University. No students or faculty are permitted to smoke in classrooms or in the University Library due to state fire regulations.

**Dismissal** — The University reserves the right to suspend, enforce the withdrawal of, or expel a student whose academic standing or whose conduct is in its judgment unsatisfactory or who does not comply with the rules and regulations of the University. The several faculties of the schools may impose dismissal as a penalty for any breach which prevents the student from fulfilling the purpose implied by registration in the University. Any student found guilty of participating in or inciting a riot or an unauthorized or disorderly assembly is subject to appropriate disciplinary action which may include suspension or dismissal.

**Examinations** — Final examinations are offered in all regular courses unless waived by the department chairperson and dean. All students are required to take them. In addition, mid-term examinations, quizzes, special papers, and other assignments are given at the discretion of the instructor.

**Make-Up Examinations** — Only when incapacitating illness or other emergency makes attendance at a final examination impossible may a make-up examination be requested. The request should be made promptly (within two weeks) through the Dean of Students. Medical certificate or other verification should accompany the request. Authorized make-up examinations must be taken no later than the next succeeding semester. A fee of ten dollars is charged for each make-up examination. A student who has completed a course with a grade of "F" is not eligible for a make-up examination. Students may, however, take the CLEP Test in lieu of repeating a failed course.

**Normal Full Program** — A program of four or five courses is considered a full load for a full time student in any semester of the college career. With the time recommended to be spent in preparation (a minimum of two hours of preparation for each class meeting), this normal program
should keep the full-time student busy forty-five hours per week if he or she is to do acceptable college work. Permission to take a sixth course may be given only by the Committee on Excess Courses (see below). All full-time undergraduate students are expected to complete at least four courses each semester. Those who fail to do so can only continue with the permission of the dean of the college in which they are enrolled. This policy does not apply to students admitted as continuing education students or as senior citizens who may carry reduced course loads at their own discretion.

Add/Drop or Change of Course — Full time students who wish to add, drop, or change a course during the first two weeks of a term must obtain the signatures of the instructors of the affected courses and the faculty advisor. The form is then brought to the Accounting Office. Part-time students must obtain the signature of the instructor of the course they wish to add and the Dean’s Office of their college. The form is processed by the Dean’s Office.

Normally, courses may not be added or changed after the second week and, under no circumstances, after the fourth week. Full-time students who wish to add, drop, or change a course after the first two weeks of a term must obtain the permission and signatures of the instructors of the affected courses and the Dean of Students. Part time students need the signatures of the adding course instructor and, in all cases, the Dean’s Office of their college.

A $5 fee is charged for each course change after the first two weeks of a term. (See page 15 for tuition liability information.)

Excess Courses — Any course, in addition to the normal five courses, is an excess course. For compelling reasons, such as the need to make up a condition or a failed course, a student may be given special permission to register for a sixth course if the student has been in attendance at Suffolk two full semesters or more, provided that the cumulative honor point average is 2.5 or better at the time of the petition. Application for the additional course should be made at the Registrar’s Office at the time the student is planning a program in advance of Registration Day. Students in their first two full semesters, excluding summer sessions, are limited to five courses.

In all other cases, permission to take an additional course must be obtained in advance from the Committee on Excess Courses. Petition forms are available in the Registrar’s Office and Office of the Dean. A student may not receive credit for more than six courses in any one semester.
Summer Session students whose average is below 2.5 are ordinarily limited to a program of not more than two courses in each term, but may petition the Committee on excess courses for permission to take a third course. Students whose average is 2.5 or better may carry three courses in each term.

Credits Earned at Other Summer Sessions — Suffolk students who wish to accelerate their programs by taking summer courses will be expected to take them at Suffolk University. Students who commute more than forty miles, however, may be granted permission to attend another college, but must obtain written permission to do so in advance from the Dean of Students in order to insure acceptance of their credits. The number of transfer credits will be limited to one credit for each week of summer session attendance. Credit will be withheld unless the course work is completed with a grade of "C" or better, where "D" is the lowest passing grade. Credits earned at summer sessions in other institutions may not be counted as part of the work of the senior year (last 30 semester hours) in any Suffolk degree program except in extremely unusual and rare instances. Students who transfer more than 62 semester hours may not take courses for credit at other institutions. Courses taken in affiliated programs at Emerson College are an exception to this policy.

Reports — Grade reports will be issued to each student soon after the close of each semester. In addition, day freshmen will receive tentative reports of their standing after the middle of the Fall and Spring semesters.
Classification of Students — Classification of students depends upon the number of semester hours earned prior to the first semester of the current year. Freshman standing is assigned to all those having less than twenty-four semester hours; Sophomore standing, at least twenty-four semester hours; Junior standing, at least fifty-four semester hours; Senior standing, at least eighty-four semester hours.

The Grading System — Effective as of the Fall Semester of 1980, the following grading system will apply to all undergraduate students.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Honor Point Equivalent</th>
</tr>
</thead>
<tbody>
<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>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
</tr>
<tr>
<td>I</td>
<td>Does not affect honor point average</td>
</tr>
<tr>
<td>L</td>
<td>Does not affect honor point average</td>
</tr>
<tr>
<td>W</td>
<td>Does not affect honor point average</td>
</tr>
<tr>
<td>P</td>
<td>Does not affect honor point average</td>
</tr>
</tbody>
</table>

"A", "A-", "B+", and "B-" are honor grades.

"C+", "C", and "C-" represent satisfactory work.

"D+", "D", and "D-" represent passing but unsatisfactory work.

"F" is a failing grade. It indicates (a) that more than half of the course requirements are complete but unsatisfactory by the end of the semester or, (b) that the student dropped the course or withdrew from the University without valid cause after the mid-point of the course (in terms of weeks of class). Students who merely stop attending a course without having completed the official forms should expect to receive a grade of "F".

"I" (Incomplete) indicates that at least half of the course requirements have been completed with a passing average ("D" or better) at the end of the semester. Incomplete work may be made up not later than the end of the next semester following that in which the course was taken, with the exception that "I" grades in laboratory courses must be made up the next time the laboratory is offered.
The Registrar will record grade changes that are made within two weeks after the close of the examination period. Changes made after this period will be recorded at the end of the next semester.

"L" (Lost) is awarded when the student's name appears on a roster, but that student failed to appear in class or disappeared prior to the last day for course changes without complying with the official withdrawal procedures.

"W" signifies official withdrawal from a course. It is assigned administratively, (a) if a student voluntarily drops the course or withdraws from the University prior to the start of the mid-point of the course, in terms of weeks of class, or, (b) if the student drops the course or officially withdraws from the University for valid and serious cause after the mid-point of the course.

Valid cause includes serious illness, job transfer, problems involving family responsibilities, and similar circumstances beyond the students' control.

The legitimacy of such declarations for cause will be determined by the Dean of Students' Office. Any reasons for cause must be documented and certified and submitted with the completed petition.

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

An excessive number of "W's," "I's" and "L's" can lead to academic probation or dismissal.

For information concerning tuition liability, see p. 15.

**Honor Point System** — Scholastic averages will be computed as follows:

4.0 Honor Points will be granted for each semester hour of A grade work; 3.7 Honor Points for A- work; 3.3 Honor Points for B+ work; 3.0 for B work; 2.7 for B- work; 2.3 for C+ work; 2.0 for C work; 1.7 for C- work; 1.3 for D+ work; 1.0 for D work; 0.7 for D- work; and 0.0 for F work. Grades of I, W, P and L are not computed in determining Honor Points. In a 3 semester hour course, a grade of A will count as 12 Honor Points (3 x 4.0 Honor Points = 12 Honor Points). A minimum average of 2.0 (C) is required for graduation. In some departments, a higher average is required in the major.
Pass-Fail Courses — A Pass-Fail Option is available to students in lieu of letter grades subject to the following limitations and regulations:

Eligibility is restricted to Juniors and Seniors in good academic standing and to those Junior and Senior transfer students who have completed a minimum of 15 semester hours of course work at Suffolk University. This option is limited to four semester courses per student. An exception may be made for Psychological Services 1.3-1.4 — Interpersonal Relations, which can be taken by any student as a Pass-Fail course with the consent of the instructor.

Pass-Fail courses may not be taken in a student’s major and may not be used to fulfill general college requirements or the related courses required as part of the student’s area of concentration (major).

Students will designate courses as Pass-Fail on their registration forms at the time of registration. No changes from this designation to the letter grade system or vice-versa are permitted after the course-change period has elapsed at the opening of any semester or summer session.

At the end of the semester, instructors will submit letter grades for all students except for those who have chosen to take the course on a Pass-Fail basis. The instructor and the Registrar will transcribe a Pass as P and a Fail as F for those who elected this option.

A Pass received on this basis may be applied toward fulfilling degree credits, but may not be applied toward the quality point average.

Students planning to attend Law School or other Graduate Schools should be aware that many Professional and Graduate Schools do not look with favor upon the Pass-Fail system and prefer students to submit traditional letter grades.

The Dean’s Honor List — The Dean’s Honor List is composed of students who are deemed worthy of recognition because of high scholastic achievement.

Dean’s List honors are awarded on a semester basis and are announced as soon as possible after the close of the semester.

In order to be considered for the Dean’s List, a student must be in regular attendance during the appropriate semester, and shall have completed a minimum of four courses as a day student or at least three courses as an evening student with an average of 3.0 or better for the semester. A grade of F or I disqualifies a student for the Dean’s List, regardless of average.
Academic Standing

End of Freshman Year  
(Less than 25 credits earned)

End of Sophomore Year  
(Less than 55 credits earned)

End of Junior Year  
(Less than 85 credits earned)

Mid-Senior Year  
(More than 100 credits earned)

End of Senior Year  
(At least 121 credits earned)

Academic Probation — No student on academic probation shall be eligible to compete in athletics, hold elective or appointed offices, or represent the University in extracurricular or intercollegiate activities. However, a student on academic probation may continue membership in extracurricular activities such as clubs or fraternities, and may write for, but not be a member of the staff of campus publications. In the event one’s average does not improve, the Dean of the college or the Academic Standing Committee may require a limitation of extracurricular activities as a condition for continuation at Suffolk University.

Any student who receives 3 or more grades of W, I, or L in any academic year shall be subject to review by the Academic Standing Committee.

Academic Suspension and Dismissal — A student who has been placed on probation will generally be given until the following year’s final grading period to establish an acceptable honor point average. Failing to achieve the satisfactory average, the student becomes subject to suspension or dismissal from the University after review by the Faculty Academic Standing Committee. At the end of each fall and spring semester all Freshmen with an average of less than 1.5, all Sophomores with an average of less than 1.6, all Juniors and transfer students with an average of less than 1.8 and all Seniors with an average of less than 1.85 will be in imminent danger of academic dismissal.

At any point during the academic year a student may be dismissed from Suffolk University if, in the opinion of the Academic Standing Committee, the academic record is unsatisfactory.

All day students who are required by the University to enroll in or complete English 1.0, English 1.3, English 1.5, or English 1.6 and do not do so may be dropped from the University.
Petition for Re-admission — A student who has been dismissed for academic deficiency may as a matter of right file a typewritten petition to the Faculty Academic Standing Committee for reinstatement, explaining the reason supporting the petition for reinstatement specifically and fully. Each petitioner shall submit such petition to the office of the Dean at least 30 days prior to registration week of the desired re-entry term in the School of Management, and 15 days prior to registration in the College of Liberal Arts and Sciences. A filing fee of $15 is required.

Students who have been dismissed for academic deficiency who have complied with the suggestions of the Committee and the Dean of the College (such as completion of one year's satisfactory work at another accredited institution) may file a typewritten petition to the Faculty Academic Standing Committee for reinstatement, together with transcripts of work taken elsewhere. Each petitioner shall submit said petition to the office of the Academic Dean at least 30 days prior to the commencement of the semester for students in the School of Management and 15 days prior to the commencement of the semester for students in the College of Liberal Arts and Sciences in which the petitioner would like to re-enter the University. A filing fee of $15 is required.

Suspension, Enforced Withdrawal, and Expulsion — A student who has been found to have violated the rules of academic probation after a hearing by the Dean of Students or by the Joint Committee on Student Conduct, which hearing has been held at the option of the student, is subject to suspension, enforced withdrawal, or expulsion from the University or appropriate lesser penalties if warranted by the circumstances.

Cheating and Plagiarism — Cheating on examinations, plagiarism, and/or improper acknowledgement 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. A student who has been found to have violated this rule after a hearing by the Dean of Students or by the Joint Committee on Student Conduct, which hearing has been held at the option of the student, is subject to suspension, enforced withdrawal, or expulsion from the University or appropriate lesser penalties if warranted by the circumstances.

Eligibility for Degree — In order to be eligible to receive a bachelor's degree from the University, a student must have at least (1) two-honor points for each semester hour of credit earned in courses at the University and (2) a C average (2.0) in the major courses. A maximum of eight years is the normal limit for completion of part-time or interrupted degree programs.
Transfer students must earn at least a 2.0 honor point average in courses completed at Suffolk University.

Graduation With Honors

1. No student shall be eligible for the Dean’s Honor List in any semester in which he or she receives an F or an I grade, regardless of the academic average.

2. To be eligible to graduate summa cum laude a student must have completed at least 60 semester hours at Suffolk University, have a cumulative average between 3.8 and 4.0 and no grades of F or I.

3. To be eligible to graduate magna cum laude a student must have completed at least 60 semester hours at Suffolk University, have a cumulative average between 3.5 and 3.7, and have no grades of F or I.

4. To be eligible to graduate cum laude a student must have completed at least 60 semester hours at Suffolk University, have a cumulative average between 3.0 and 3.4 and have no more than one grade of F or I.

5. Students shall be ineligible to be elected to Delta Alpha Pi who have more than one grade of F or I.

Application for Degree — Students must submit an Application for Degree to the Accounting Office at the BEGINNING of the student’s final semester. However, students who take courses in the second evening summer session are not eligible for September graduation, but may graduate the following January or June. Upon filing this application, the student is required to pay the balance of any tuition and fees, including the Graduation fee. The Registrar will not accept any forms for processing until clearance has been granted by the Accounting Office. Failure to comply with this requirement will delay graduation until the end of the following term.

Withdrawal from College — If it becomes necessary for a student to withdraw from college, he or she is expected to complete an official withdrawal form obtainable in the Dean of Student’s Office and have an exit interview with the Dean of Students. When circumstances prevent this, the student or parents should write to the Dean of Students concerning the reason that requires withdrawal from college.
Undergraduate Degree Programs

Bachelor of Science in Business Administration
Bachelor of Science in Public Administration

The School of Management offers a choice of five majors to its full and part-time students: Accounting, Finance, Management, Marketing and Public Management (part-time only program).

The program combines a strong background in the liberal arts which provides an awareness of society and culture with an intense study in the selected area of business or public administration. The business curriculum is in conformance with that of the American Assembly of Collegiate Schools of Business. The student is exposed to many areas of business, obtaining a working knowledge of accounting, computer science, marketing, management, finance, and economics. By the junior year a major field of concentration is chosen and an intense study of 18 credits proceeds. The student whose interest rests in the public sector can elect to study public management. Here a strong concentration of government and management in the public sector is provided. This program is in accordance with the guidelines set by the National Association of Schools of Public Affairs and Administration.

A student will normally be recommended for the degree of Bachelor of Science in Business or Public Administration upon completion of 122 semester hours of course work and a 2.0 cumulative average in accordance with one of the plans for a major outlined in the following section. Full time students normally complete their degrees in four years unless they attend Summer Session to accelerate their programs. Part time students will normally take five, six, or seven years to complete the requirements depending on the course load carried and on whether they attend the Summer Session.
The School of Management offers a full complement of classes in morning, afternoon, and evening hours, Monday through Friday, on a yearly basis. All courses are not offered each semester. Required courses must be taken when they are offered. Fall term runs from early September to mid-December, Spring term runs from mid-January to early May, and Summer term runs from mid-May to the end of August with two separate sessions. Students may enroll in the classes that suit their work and personal schedules. Often a part time student will find that the early morning hours are preferable for classes and late afternoon hours are often convenient for a full time student. The faculty and content for all courses are the same. Students are encouraged to take full advantage of the School of Management's variety of course time offerings.
ACCOUNTING DEPARTMENT

Accounting Faculty

JOHN A. ARMSTRONG, Assistant Professor, B.S., MBA, C.P.A. — Interests are in the area of financial accounting. Eight years experience in corporate and governmental auditing.


PATRICK H. McNALLY, Assistant Professor, B.A., M.A., M.S., Ph.D. — Research interests include Soviet Accounting, German business economics, and the political philosophy of financial accounting standard setting.


ROBERT C. WAEHLER, Professor, B.S.B.A., Ed.M., C.P.A. — Currently interested in developing course material in the area of accounting for lawyers and for the non-business student.

Business Law Faculty

BENSON DIAMOND, Professor, B.S.B.A., M.B.A., J.D. — Consulting attorney with major interests in business and corporate organization and transfers of business ownership and property.

ANTHONY G. EONAS, Associate Professor, B.S.I.E., M.B.A., J.D. — Areas of interest involve the effect of government regulations and the consumer movement on business and also the purchase and sale of small businesses.
Accounting Major

The major in Accounting serves as entry preparation for the professional accounting careers in public practice, industry, and government. Completion of the degree in Accounting meets the degree requirement to sit for the CPA examination in the state of Massachusetts and other states with similar requirements. Non-resident students should contact the State Society of CPA of their resident state to determine specific requirements.

Students who wish to major in Accounting must complete 24 semester hours of course work specifically described in the University catalog. Principles of Accounting is a required course for all majors in Business but may not be counted as part of the Accounting major. Transfer students who major in Accounting must complete 12 credit hours of their senior level accounting at Suffolk University. The 12 credit hours must include Auditing, Advanced Accounting I and II, plus any other senior level accounting course.
### ACCOUNTING

#### Freshman & Sophomore

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Econ. 1.1-1.2</td>
<td>6</td>
</tr>
<tr>
<td>Eng. 1.1-1.2</td>
<td>6</td>
</tr>
<tr>
<td>Hum./Phil./Hist.   Option</td>
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<tr>
<td>Math 1.51-1.52</td>
<td>6</td>
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<td>Psych. 1.1, Gov't or Soc. 1.1</td>
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<tr>
<td>Acct. 1.1-1.2</td>
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<tr>
<td>Natural Science Option</td>
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<td>Eng. 2.3-2.4</td>
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<td>C. Sci. 2.1</td>
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<td>Ma. 2.7</td>
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<td>B. Law 2.1</td>
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<td>Liberal Arts Elective</td>
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#### Junior & Senior

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<td>Acct. 2.1-2.2</td>
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<tr>
<td>Acct. 3.1-3.2</td>
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<tr>
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<td>Business Elective*</td>
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<tr>
<td>Free Elective</td>
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</tbody>
</table>

*Transfer students with business courses may substitute a business elective.

**Should be taken in the final term.

For electives and options offered by the College of Liberal Arts and Sciences see pg. 00.

### CURRICULUM REQUIREMENTS

#### Required Courses: (8)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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</tr>
<tr>
<td>Cost Accounting</td>
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</tr>
<tr>
<td>Advanced Accounting Problems</td>
<td>6</td>
</tr>
<tr>
<td>Auditing</td>
<td>3</td>
</tr>
<tr>
<td>Taxation</td>
<td>3</td>
</tr>
<tr>
<td>Business Law</td>
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</tbody>
</table>

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Transfer students with business courses may substitute a business elective.

**Should be taken in the final term.

For electives and options offered by the College of Liberal Arts and Sciences see pg. 00.
Elective Courses:

Accounting Theory
Advanced Taxation
Municipal and Governmental Accounting
Introduction to Computer Programming
Cobol

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
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<tbody>
<tr>
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<td>Acct. 4.6</td>
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<td>Acct. 4.7</td>
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<td>Comp. Sci. 2.2</td>
<td>3</td>
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<tr>
<td>Comp. Sci. 4.3</td>
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</tbody>
</table>

Accounting Courses

(Frequency and schedule of offerings subject to change.)

Accounting 1.1 — Principles of Accounting. Examines basic accounting theory and provides extensive instruction in the application of theory to practice. Provides a foundation for those who wish to major in accounting as well as for students interested in a concentration in some other area of business. As a first course emphasis is placed on the accounting cycle, periodic reporting and basic balance sheet accounts. Offered Fall Term. 3 semester hours.

Accounting 1.2 — Principles of Accounting. A continuation of Acct. 1.1 with emphasis on alternate business formations. Examines corporate accounts, equity reporting, dividend treatment. Analyzes cause of changes in liquidity and studies normal procedures of examination of financial statements by examination of margin analysis, ratios and cost-volume-profit analysis use in the decision process. Prerequisite: Acct. 1.1. 3 semester hours. Offered Spring Term.

Accounting 2.1 — Intermediate Accounting. A thorough and in-depth study of conceptual and technical aspects of financial accounting. Emphasis is placed on valuation and measurements problems incurred for income determination and balance sheet presentation. Prerequisite: Accounting 1.1 and 1.2. 3 semester hours. Offered Fall Term.

Accounting 2.2 — Intermediate Accounting II. A continuation of Acct. 2.1. Emphasis is placed on non-current assets, liabilities, and equity. Prerequisite: Acct. 2.1. 3 semester hours. Offered Spring and Summer Terms.

Accounting 2.3 — Managerial Accounting. A course designed for non-accounting majors. A survey of accounting principles from the viewpoint of management, income measurement, analysis and interpretation of accounting internal and external reports. Includes an introduction to the terminology and procedures of cost determination and accounting. Accounting majors may not take this course for credit. Prerequisite: Acct. 1.1, 1.2, and Math 1.51 (or concurrently). 3 semester hours. Offered Fall and Summer Terms.

Accounting 2.4 — Managerial Accounting. A continuation of Acct. 2.3. Emphasis on relevant costs and the contribution approach to decisions. Explores cost analysis and capital budgeting using Present Value concepts. Prerequisite Acct. 2.3. Not open to accounting majors. 3 semester hours. Offered Spring and Summer Terms.

Accounting 3.1 — Cost Accounting. A study of the procedures, concepts, and purposes underlying the development of a cost accounting system for managerial decisions and reporting. Examines systems for job-order, process, standard cost, and special problems of waste, cost variances and cost responsibility. Prerequisites: Acct. 1.1 and 1.2. 3 semester hours. Offered Fall Term.
Accounting 3.2 — Cost Accounting II. A study of the role and development of internal accounting information. Emphasis is placed on the decision making process under conditions of uncertainty. **Prerequisite:** Acct. 3.1. 3 semester hours. **Offered Spring Term.**

Accounting 3.3 — Advanced Accounting. A study of selected advanced topics in particular formation and termination, Installment sales, Consignments, Inflation, Incomplete data, and changes in financial position. **Prerequisite:** Acct. 2.1 and 2.2. 3 semester hours. **Offered Fall Term.**

Accounting 3.4 — Advanced Accounting. An examination of the special problems related to consolidated financial statements. Segment reporting and reporting of multinational activities. **Prerequisite:** Accounting 2.1 and 2.2. 3 semester hours. **Offered Spring Term.**

Accounting 3.9 — Accounting Theory. A study of the AICPA publications with emphasis on recent trends and developments as indicated in current accounting periodicals. A study is made of the Statements and Interpretation of the FASBs, Accounting Research and Terminology Bulletin, GPB opinions, and other official AICPA publications. Problem solving and student presentations accompany independent research to demonstrate the application of generally accepted accounting principles and concepts. **Prerequisite:** Acct. 2.2. 3 semester hours. **Offered Fall and Spring Terms.**

Accounting 4.1 — Auditing. Develops an appreciation and understanding of the auditing process and philosophy. Examines the preparation of audit working papers supporting an audit examination of the accent of an enterprise. Covers the report and opinion of the auditor to management, stockholders, and others. Examines internal auditing procedures and objectives as opposed to those of an independent public accountant. Intensively studies the professional standards for professional standards for professional public auditors. **Prerequisites:** Acct. 2.1, 2.2, 3.3. 3 semester hours. **Offered Fall and Spring Terms.**

Accounting 4.5 — Taxation. The main emphasis of the course is upon Basic Federal Taxation as it applies to individuals, partnerships and corporations. Practical situations and the preparation of tax returns are discussed. **Prerequisite:** Acct. 1.2. 3 semester hours. **Offered Fall Term.**

Accounting 4.6 — Advanced Taxation. This course is designed to bring about an appreciation and understanding of the impact of taxation on business decisions. Application of tax principles will be illustrated by specific problems. Estate and Trust Planning. **Prerequisite:** Acct. 1.2 and 4.5. 3 semester hours. **Offered Spring Term.**

Accounting 4.7 — Institutional and Governmental Accounting. A presentation of accounting principles and financial statement reporting for governmental, charitable foundations, hospitals, universities and other non-profit units. **Prerequisite:** Acct. 1.2 and 2.2. 3 semester hours. **Offered Spring Term, alternate years.**

**Business Law Courses**

Business Law 2.1 — Introduction to Business Law. Nature and sources of law, courts and court procedure, Crimes and torts; Contracts, Agency and Personal Property. 1 term – 3 semester hours. **Offered each semester.**

Business Law 2.2 — Introduction to Business Law. Partnerships, Corporations, Real Property, Sales, and Negotiable Instruments. **Prerequisite:** Bus. Law 2.1. 1 term – 3 semester hours. **Offered each semester.**
FINANCE DEPARTMENT

Finance Faculty

H. THOMAS O'HARA (Chairperson), Assistant Professor, B.S., M.B.A., Ph.D. — Financial management interests in the areas of revenue-expense-program reconciliation, profit planning and portfolio management.

DAVID RISSMILLER, Assistant Professor, B.Met.E., M.S., M.B.A., C.P.A. — Consults in the financial, tax planning and investment advising areas for small corporations.

ROGER K. SHAWCROSS, Assistant Professor, B.S., M.S. — Involved in research on Real Estate Residential Investment Property; author of text on insurance.

KUO-CHENG TSENG, Associate Professor, B.A., M.A., Ph.D. — Teaching and research interests are in Managerial Economics, Investments Capital Budgeting and Business Economic Forecasting.

Finance Major

The Finance curriculum exposes the student to the primary concepts and skills necessary to understand the problem involved in providing funds for a business, controlling and planning the flow of these funds within the enterprise, and relating these aspects to the monetary and financial structure of the economy. Finance and Banking majors learn the functional phases of finance such as banking, insurance, real estate, investments and related occupations.

The major in Finance may be attained by the completion of 18 semester hours of course work.

Major Curriculum Requirements

<table>
<thead>
<tr>
<th>FINANCE</th>
<th>Sem. Hrs.</th>
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</thead>
<tbody>
<tr>
<td>Econ. 1.1-1.2</td>
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<tr>
<td>Eng. 1.1-1.2</td>
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<tr>
<td>Hum./Phil./Hist.</td>
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<tr>
<td>Math 1.51-1.52</td>
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<td>Mgmt. 1.1*</td>
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<tr>
<td>Psych. 1.1/Soc. 1.1</td>
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<tr>
<td>C. Sci. 2.1</td>
<td>3</td>
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<tr>
<td>Econ. 2.2 or Ma. 2.7</td>
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<td>Econ. 3.3</td>
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</table>

Principles of Economics .................................................. 6
English Composition I-II ................................................... 6
Finite Math I-II .............................................................. 6
The World of Work ........................................................... 3
Principles of Psychology, Principles of Sociology, or American Government ........................................ 3
Principles of Accounting I-II ............................................ 6
Literary Masters of England & America I-II ...................... 6
Business Law ................................................................. 3
Introduction to Data Processing ......................................... 3
Statistics or Statistics with Business Applications .......... 3
Money and Banking ......................................................... 3
### Junior & Senior Sem. Hrs.

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<thead>
<tr>
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<tr>
<td>Problems in Managerial Finance</td>
<td>3</td>
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<td>Taxation</td>
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<td>General Insurance</td>
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<td>Real Estate</td>
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<td>Analysis of Financial Statements</td>
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<tr>
<td>Credits and Collections</td>
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</tr>
<tr>
<td>Investment Analysis and Portfolio Management</td>
<td>3</td>
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<tr>
<td>Administrative (Budgetary) Accounting</td>
<td>3</td>
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<tr>
<td>Advanced Taxation</td>
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</tr>
<tr>
<td>Introduction to Computer Programming</td>
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<td>Cobol</td>
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<tr>
<td>Marketing Research</td>
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<tr>
<td>An Advanced Course in Economics</td>
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</table>

### Finance Courses

#### Finance 3.1 — Business Finance
A study of the functions of business finance: forms of business organization; acquiring and administering funds of business firms; types of instruments of corporate finance; capital budgeting. **Prerequisite:** Acct. 1.1-1.2, Eco. 1.1-1.2 and Math 2.7 or Economics 2.2. 3 semester hours. Offered each semester.

#### Finance 3.5 — General Insurance
Stresses theory, practice, and problems of risk-bearing in business including life, property, and casualty insurance, and corporate suretyship. 3 semester hours. **Offered Fall Days, Spring Evenings.**

#### Finance 3.6 — Principles of Investments
An introductory study of the investment of funds by individuals and institutions, including budgeting, insurance, wills and trusts, real estate, income taxes, pensions, savings and stocks and bonds. Analysis of types of investments and security markets. Mechanics of investing. **Prerequisite:** Finance 3.1. 3 semester hours. **Offered Fall Term Days, Spring Term Evenings.**
Finance 3.7 — Real Estate. An examination of principles and practices of land economics, forms of ownership and consideration of related areas of law, finance, insurance, taxation, investment, appraisal, and brokerage. 3 semester hours. Offered Fall Term Days, Spring Term Evenings.

Finance 4.3 — Analysis of Financial Statements. Analysis, interpretation, and form of financial statements. Comparative financial statements, trend and ratio analysis. Prerequisite: Acct. 1.2. 3 semester hours. Offered Spring Term, alternate years, evenings.

Finance 4.4 — Credit and Collections. Principles and practices observed in wholesale and retail credit granting. Organization and operation of the credit department. Prerequisite: Marketing 3.0 and Management 3.0. 3 semester hours. Offered Spring Term, alternate years, evenings.
MANAGEMENT DEPARTMENT

Management Faculty

MICHAEL B. ARTHUR, Assistant Professor, M.B.A., Ph.D. — Teaching and research interests are primarily in the area of Life/Career Planning and Organizational Behavior. Particularly concerned with the interrelationships among individual motivation, career patterns and the quality of working life.

WARREN G. BRIGGS, Associate Professor, B.S., M.B.A., Ph.D. — Teaching, consulting and research interests encompass quantitative analysis, computer applications and business policy.

JOHN J. CASTELLANO, (Chairperson), Associate Professor, B.S., M.B.A., Ph.D. — Research integrating operations management and personnel/labor relations and the transfer of existing knowledge and research from the private to the public sector.

DAVID J. CIRILLO, Assistant Professor, B.A., M.A., Ph.D. — Research in applied behavioral science, management behavior and organizational effectiveness.

JOEL CORMAN, Professor, A.B., M.B.A., Ph.D. — Author of text and cases in the Operations Management area. Developed and maintains a relationship between the Small Business Association and the School of Management.


DANIEL A. SANKOWSKY, Associate Professor, B.A., Ph.D. — Research interest in the psychology of mathematical education. Authoring text which utilizes an innovative teaching approach to quantitative analysis.

CHARLES J. SHELLEY, Assistant Professor, B.A., Ph.D. — Interest in risk taking and decision analysis. Developing an approach toward risk analysis integrating material in mathematics, psychology and psychoanalysis.

NORMAN SLATER, Associate Professor, B.S.B.A., J.D., C.P.A. — Involved in growth and managerial control problems in retail and service chains with special emphasis on real estate and franchising skills.

L. W. SUTHERLAND, Assistant Professor, B.S.B.A., M.B.A., M.Ed. — Director of the Executive Seminar in Retail Store Management. Advisor to Suffolk University chapter of the Society for Advancement of Management.
Management Major

Management is concerned with the overall integration and coordination of the functional aspects of an organization. Management's goal is to assure that the planning, organization, integration, and control of the business is such that business may achieve its purpose be it a profit or non-profit organization. A goal of the management curriculum is to develop an awareness in the student of the types of problems faced by managers and to promote an understanding of the tools available for managers to use in making decisions. The highly competitive nature of business places a premium on creativity and innovation. Thus, there is an emphasis on both the traditional and on new ways of controlling costs and of solving the countless problems that always seem to come up from laying out a new production line to selecting and promoting people or deciding where best to put the limited financial and human resources of a company or department. The demand for effective managers is high and likely to continue. Many predict that the major limitation on organizational growth in the future will not be money or materials but managerial resources. Our graduates pursue successful management careers, initially in entry level positions, in a variety of organizations. A significant number further their studies by enrolling in MBA programs here and at other institutions.

The major in Management may be attained by the completion of 18 semester hours of course work.

Major Curriculum Requirements

<table>
<thead>
<tr>
<th>Freshman &amp; Sophomore</th>
<th>MANAGEMENT MAJOR</th>
<th>Sem. Hrs.</th>
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<tbody>
<tr>
<td>Econ. 1.1-1.2</td>
<td>Principles of Economics</td>
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<td>Eng. 1.1-1.2</td>
<td>English Composition I-II</td>
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<td>Hum./Phil./Hist.</td>
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<td>Math 1.51-1.52</td>
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<td>Econ. 3.3</td>
<td>Money and Banking</td>
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<th>Course</th>
<th>Credits</th>
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<tr>
<td>Business Elective</td>
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<td>Liberal Arts Elective</td>
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<td><strong>Total</strong></td>
<td>122</td>
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</tbody>
</table>

For electives and options offered by the College of Liberal Arts and Sciences see pg. 00.

*Transfer students with business courses may substitute a business elective.

**Should be taken in the final term.

### Required Courses: (4)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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<tbody>
<tr>
<td>Problems of General Management</td>
<td>3</td>
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<tr>
<td>Personnel Administration</td>
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</tr>
<tr>
<td>Production and Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>Small Business Enterprises Organization and Operation</td>
<td>3</td>
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<tr>
<td>Labor Relations</td>
<td>3</td>
</tr>
</tbody>
</table>

### Elective Courses: (2 courses may be chosen from the following)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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<tbody>
<tr>
<td>Purchasing Management</td>
<td>3</td>
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<tr>
<td>Introduction to Computer Programming</td>
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<td>Cobol</td>
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<td>General Insurance</td>
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<td>Principles of Investments</td>
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<td>Analysis of Financial Statements</td>
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<td>Credits and Collections</td>
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<tr>
<td>Sales Management</td>
<td>3</td>
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<tr>
<td>Consumer Behavior</td>
<td>3</td>
</tr>
<tr>
<td>Marketing Research</td>
<td>3</td>
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</tbody>
</table>
**Management Courses**
(Frequency and schedule of courses is subject to change)

**Management 1.1 — The World of Work.** This course is designed to introduce first year business students to the business environment. Introduction to the functional areas of business takes place through an exploration of business careers in finance, accounting, production marketing and general management. Perspective is given through an exploration of business' role (historical and future) in society. Attention is also given to individual life planning in relation to business education and careers. 1 term – 3 semester hours. Offered each semester.

**Management 3.0 — Introduction to Management.** The principles and techniques underlying the successful organization and management of business activities. Management problems; planning and developing the organization; departmental functions; the operation of merchandise, sales, financial, and production departments; selection and training of personnel; incentives; methods of securing better results; expense problems; control methods. Prerequisite: Acct. 1.1-1.2, Eco. 1.1-1.2 and Math 2.1 or Eco. 2.2. 3 semester hours. Offered each semester.

**Management 3.1 — Personnel Administration.** A study of the modern personnel department in industry, with special emphasis upon the techniques and methods of management and utilization of manpower and contemporary human relations problems. Prerequisite: Management 3.0. 1 term – 3 semester hours. Offered Fall Term days, Spring Term alternate years, evenings.

**Management 3.5 — Purchasing Management.** The place of the procurement function as it relates to other management functions in the modern industrial enterprise; organization for purchasing; procurement procedures and controls; appraising purchasing department performance. Prerequisites: Mgt. 3.0 and Mkt. 3.0. 1 term – 3 semester hours. Offered Alternate years.

**Management 3.6 — Organizational Behavior.** This course explores the application of sociological, psychological and anthropological concepts in business settings. Primary attention is paid to individual and group behavior and interaction. Emphasis is also given to how larger organizations function from a systems viewpoint. Course makes extensive use of readings and cases. 1 term – 3 semester hours. Offered each semester.

**Management 4.1 — Production and Operations Management.** The course will emphasize management of the productive process, taking into consideration that production is a universal task in all organizations and, as such, is examined in the light of the newer techniques such as linear programming and learning curve. It also covers the traditional topics such as inventory control and quality control. The traditional concepts will be examined and expanded to include current thought and applicability. Prerequisite: Management 3.0. 1 term – 3 semester hours. Offered Fall Term days, Spring Term alternate years, evenings.

**Management 4.4 — Small Business Enterprises—Organization and Operation.** This course is designed to acquaint the potential businessperson and business students with the requirements of attaining success in a small business. Emphasis is placed on the practical approach to solving contemporary problems of the small businessperson with some of the modern management techniques that can be applied to small business. Prerequisite: Management 3.0, Marketing 3.0. 3 semester hours. Offered Fall Term evenings, alternate years, Spring Term days.
Management 4.6 — Quantitative Decision Making. This course is designed to acquaint the students with the newer quantitative techniques current in management literature and usage. It recognizes that the manager of today, regardless of his or her particular field of interest, must be conversant with and able to use appropriate mathematical and analytical tools for solving problems. Primary emphasis is on gaining understanding of the techniques, where and how they are used, their reliability, validity, and reality. Prerequisite: Management 3.0, Economics 2.2. 1 term – 3 semester hours. Offered each semester.

Management 4.7 — Labor Relations. A comparison of union-management objectives, functions and structures and its impact on managerial authority. The collective bargaining process and the problems involved in the negotiation, interpretation, and administration of collective bargaining agreements. Prerequisite: Management 3.0, Management 3.6. 3 semester hours. Offered Fall Term evenings, alternate years. Spring Term days.

Management 4.8 — Problems of General Management. This capstone course is designed to pull together the various threads of previous course work and, building on the reservoir of previous knowledge, to develop analytical and decision-making ability. To accomplish the course purposes, each section of the course will review and synthesize past material as the basis for case discussion and problem solving. Analytical and logical skills will be emphasized. Understanding the various facets of the firm and their interrelationships in decision-making will be stressed. Prerequisite: Management 3.0. Open only to seniors who are majoring in Management. Day students enroll in the day section. 1 term – 3 semester hours. Offered Fall Term days, Spring Term days & evenings.

Management 4.9 — Business Policy. This is a synthesis course for business students combining the functional areas of business such as marketing, accounting, management, finance, personnel, production, etc. The course focuses on strategic and policy issues in the business setting where the student takes the viewpoint of senior management. Discussion and study of actual case histories gives the student experience and a conceptual framework for making strategy and policy decisions. 1 term – 3 semester hours. Offered each semester. To be taken in the last year.
COMPUTER COURSES

Faculty

HOWARD F. AUCOIN, Assistant Professor, B.S.B.A., M.B.A., C.D.P. — Acts as private consultant in the computer field.

A. W. COURCHESNE, Assistant Professor, B.A., Ed.M., M.B.A. — A computer systems Design Engineer involved in the pragmatic aspects of data processing education. Author of several programming and analysis manuals and a consultant to industry.

Computer Courses

(Frequency and scheduling of courses subject to change)

Computer 2.1 — Introduction to Data Processing. The history, terminology, economics, and trends of computer hardware and software are studied from the perspective of management applications. Skills in problem specification, flowcharting, computer programming, and debugging are developed through extensive use of the BASIC language on the Suffolk time-sharing computer system. Offered each semester.

Computer 2.2 — Introduction to Computer Programming. This course will deal primarily with problem solving through the use of the BASIC programming language. Special emphasis will be placed on business applications. Topics discussed will be: algorithms, subprograms, arrays, string manipulation, files, and matrices. Offered each semester.

Computer Science 2.3 — COBOL. A programming course for business majors with emphasis on the writing of COBOL programs. COBOL methods and typical applications of computers in business, and methods of attack in applying a computer to a business problem are discussed. Prerequisite: Computer Science 2.1. 1 term – 3 semester hours. Offered in the spring semester.
MARKETING DEPARTMENT

Marketing Faculty

WALLACE FELDMAN (Chairperson), Associate Professor, B.A., M.B.A., D.B.A. — Interests in marketing management, communication, consumer behavior. Authored Marketing Science Institute working papers in marketing communication. Teaches and consults on marketing for developing nations.

JOSEPH P. VACCARO, Assistant Professor, B.S.B.A., M.B.A., J.D. — Interests in advertising and in legal aspects of marketing. Authored two casebooks. Advisor to two student marketing organizations. Consultant to small businesses.

DAVID R. WHEELER, Associate Professor of Marketing, B.A., M.B.A., D.B.A. — Teaching and research interests in the area of consumer behavior, new product development and marketing; social pathologies of marketing and consumer research.

Marketing Major

The Marketing process identifies customer needs and develops the products, services and programs to satisfy them. The analysis, planning and control of these activities is central to the success of any organization, profit or non-profit. Marketing careers take many forms. Entry-level positions in sales, product management or market research exist in most large organizations, and retailing and advertising provide other major career paths. The marketing curriculum introduces the student to the wide range of functions and activities performed in carrying out the marketing task.

The major in Marketing may be attained by the completion of 18 semester hours of course work.
## Major Curriculum Requirements

### MARKETING DEPARTMENT

#### Freshman & Sophomore

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</table>

**For electives and options offered by the College of Liberal Arts and Sciences see pg. 00.**

*Transfer students with business courses may substitute a business elective.

**Should be taken in the final term.

### Required Courses: (4)

- Sales Management
- Consumer Behavior
- Marketing Research
- Marketing Policies and Strategies*

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mktg. 3.1</td>
<td>3</td>
</tr>
<tr>
<td>Mktg. 3.8</td>
<td>3</td>
</tr>
<tr>
<td>Mktg. 4.4</td>
<td>3</td>
</tr>
<tr>
<td>Mktg. 4.8</td>
<td>3</td>
</tr>
</tbody>
</table>

### Elective Courses: (2 choices may be chosen from the following)

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion Management</td>
<td>Mktg. 3.2</td>
</tr>
<tr>
<td>Introduction to Computer Programming</td>
<td>Comp. Sci. 2.2</td>
</tr>
<tr>
<td>Cobol</td>
<td>Comp. Sci. 2.3</td>
</tr>
<tr>
<td>General Insurance</td>
<td>Fin. 3.5</td>
</tr>
<tr>
<td>Principles of Investments</td>
<td>Fin. 3.6</td>
</tr>
</tbody>
</table>
Marketing Courses
(Frequency and scheduling of courses subject to change)

Marketing 3.0 — Principles of Marketing. An introduction to marketing as a functional area of business enterprise, and an analytical survey of problems encountered in promoting and distributing goods and services. Emphasizes the role of the consumer in the market place. Prerequisites: Acct. 1.1-1.2, Eco. 1.1-1.2, Math 2.7 or Eco. 2.2. 1 term — 3 semester hours. Offered each semester.

Marketing 3.1 — Sales Management. Problems solved in managing a sales force, including sales organization, sales force recruitment, selection and training, compensation, supervision and motivation of the sales organization, sales planning, sales analysis and control, and an appraisal of both new and established trends in measuring the sales manager’s performance. Prerequisite: Marketing 3.0. 1 term — 3 semester hours. Offered Fall Term day, Spring Term evenings.

Marketing 3.2 — Promotion Management. The role of promotion in society and in the marketing mix of the firm. Tools of promotion and the promotional mix. Budgeting, messages, media, and campaign evaluation. Prerequisite: Marketing 3.0. 1 term — 3 semester hours. Offered Fall Term evenings, Spring Term days.

Marketing 3.8 — Consumer Behavior. The behavioral aspects of the marketing process are examined and the contributions of psychology, sociology, economics, anthropology, and political science are applied to the marketing process. The factors motivating the consumer and influencing the buying process are studied. Prerequisite: Marketing 3.0. 1 term — 3 semester hours. Offered Fall Term evenings, Spring Term days.

Marketing 4.4 — Marketing Research. Fundamental techniques in marketing research including implementing marketing surveys, questionnaire construction, determination of market potentials, selection of territories, sampling theory, interpretation of results and report presentation. The functional areas of advertising research, sales research, new product research, motivation research and market research will be explored. Prerequisite: Marketing 3.0. 1 term — 3 semester hours. Offered Fall Term days, Spring Term evenings.

Marketing 4.8 — Marketing Policies and Strategies. Analysis of marketing problems and policies. Integrates all areas of marketing activity and relates these to other areas of business activity. Problem-solving approach is utilized to develop the student's analytical ability. Prerequisites: Marketing 3.0 plus 2 of the additional 3 required marketing courses. Must be taken in the last year. 3 semester hours. Offered Fall Term days, Spring Term evenings.
PUBLIC MANAGEMENT DEPARTMENT

Public Management Faculty
FRANCES BURKE, Professor, S.B., A.M., Ph.D. — Organizational Management, Communication/Management Information Systems Administration, and State and Local Government are specific areas of teaching and research expertise.

CHARLES E. DAVIS, Assistant Professor, B.S., Ph.D. — Teaching interests are in public policy formation and implementation, organizational theory/behavior, and public personnel management. Research in public policy and personnel management.

MICHAEL LAVIN, Assistant Professor, B.A., M.A., Ph.D. (expected June, 1980) — Involved in research relative to land-use planning, public personnel management, and labor relations.

DONALD LEVITAN, Professor, B.S., M.A., D.P.A. — Intergovernmental financial administration and grantsmanship are his primary interests for teaching, research and publications.

DAVID PFEIFFER, (Chairperson), Associate Professor, B.A., M.Div., M.A., Ph.D. — Public policy and quantitative techniques are areas of teaching interest. Research and publications in public policy analysis; presently focusing on government policy toward handicapped individuals.

Public Management Major

The undergraduate program in public management is a "mid-career" program designed for people with three or more years working experience in the public sector, or in business, who have been actively involved in government-related activities. The educational program is focused upon government management on the local, state, and federal levels. The program provides a strong foundation in management, government and economics, and offers a seminar to consolidate employment experience. The program is designed for part-time students with courses offered at convenient times.
## Major Curriculum Requirements

### BACHELOR OF SCIENCE IN PUBLIC ADMINISTRATION

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td><strong>Freshman</strong></td>
<td><strong>Acct. 1.1-1.2</strong></td>
<td>6</td>
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<tr>
<td></td>
<td>Principles of Accounting I-II</td>
<td></td>
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<tr>
<td></td>
<td><strong>Eng. 1.1-1.2</strong></td>
<td>6</td>
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<tr>
<td></td>
<td>English Composition I-II</td>
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<tr>
<td></td>
<td><strong>Math. 1.51-1.52</strong></td>
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<tr>
<td></td>
<td>Finite Mathematics I-II</td>
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<td></td>
<td><strong>Psych. 1.1</strong></td>
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<tr>
<td></td>
<td>Principles of Psychology</td>
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<td></td>
<td><strong>Soc. 1.1</strong></td>
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<tr>
<td></td>
<td>Principles of Sociology</td>
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<tr>
<td></td>
<td><strong>P.Ad. 1.1</strong></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Principles of Public Management</td>
<td></td>
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<tr>
<td></td>
<td><strong>Hum./Phil./Hist.</strong></td>
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<tr>
<td></td>
<td>Option</td>
<td>3</td>
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<tr>
<td><strong>Sophomore</strong></td>
<td><strong>Econ. 1.1-1.2</strong></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Principles of Economics I-II</td>
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<tr>
<td></td>
<td><strong>Eng. 2.3-2.4</strong></td>
<td>6</td>
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<tr>
<td></td>
<td>Literary Masters of England &amp; America I-II</td>
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<tr>
<td></td>
<td><strong>C.Sci. 2.1</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Introduction to Computer Science</td>
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<td><strong>Gov't 1.1</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>American Government</td>
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<td></td>
<td><strong>Gov't 3.6 or 3.61</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>State/Local or Urban Politics &amp; Gov't</td>
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<tr>
<td></td>
<td><strong>Hum./Phil./Hist.</strong></td>
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<tr>
<td></td>
<td>Option</td>
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<tr>
<td></td>
<td><strong>Natural Science Option</strong></td>
<td>8</td>
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<tr>
<td><strong>Junior</strong></td>
<td><strong>Econ. 2.2 or Ma. 2.7</strong></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Statistics or Statistics with Business Application</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Soc. 2.1</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Community Development</td>
<td></td>
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<tr>
<td></td>
<td><strong>P.Ad. 3.21</strong></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Functions &amp; Practices of PM</td>
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<tr>
<td></td>
<td><strong>P.Ad. 3.22</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>The Content of Government</td>
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<td></td>
<td><strong>P.Ad. 3.23</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Analysis of Governmental Units</td>
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<tr>
<td></td>
<td><strong>P.Ad. 3.25</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Public Organizations and Groups</td>
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<td></td>
<td><strong>P.Ad. 3.6</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Public Labor/Management Relations</td>
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<td></td>
<td><strong>Soc. Science Option</strong></td>
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<td></td>
<td><strong>Free Elective</strong></td>
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<tr>
<td><strong>Senior</strong></td>
<td><strong>P.Ad. 3.12</strong></td>
<td>3</td>
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<tr>
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<td>Governmental Fiscal Relations</td>
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<td><strong>P.Ad. 3.24</strong></td>
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<td></td>
<td>Legal and Legislative Research</td>
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<td><strong>P.Ad. 3.26</strong></td>
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<tr>
<td></td>
<td>Governmental Policy Analysis</td>
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<td></td>
<td><strong>P.Ad. 4.10</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Internship in Public Management</td>
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<tr>
<td></td>
<td><strong>P.Ad. 4.11</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Analysis in Public Management</td>
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<tr>
<td></td>
<td><strong>P.Ad. 4.13</strong></td>
<td>3</td>
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<tr>
<td></td>
<td>Seminar in Public Management</td>
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<tr>
<td></td>
<td><strong>Liberal Arts Electives</strong></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Free Electives</strong></td>
<td>6</td>
</tr>
</tbody>
</table>

### Electives:

Students majoring in Public Management must take at least 6 credit hours of electives of which 3 credits are in Government or Economics, and 3 in Psychology or Sociology.

For electives offered by the College of Liberal Arts and Sciences see pg. 00.

### Options

To be chosen from two-semester sequences, when available.
Major Courses: (11)
Functions and Practices of Public Management
The Content of Government
Analysis of Governmental Units
Public Organizations and Groups
Public Labor/Management Relations

Legal and Legislative Research
Governmental Policy Analysis
Seminar in Public Management
Governmental Fiscal Relations
Analysis in Public Management
Internship in Public Management

Public Management Courses
(Frequency and scheduling of courses subject to change)

P. Ad. 1.1 — Principles of Public Management. An investigation of the principles and techniques which will serve as the basis for the successful organization and administration of governmental bureaucracies. Sections to be examined include: bureaucratic problems, developing a public organization, policy development, budgetary analysis, and policy evaluation. 1 term – 3 semester hours. Offered Fall Term.

P. Ad. 3.12 — Governmental Fiscal Relations. An overview of the federal, state and local governmental financial structure and process will be presented. Revenue and Taxation concepts and principles at each level of government will be stressed. 1 term – 3 semester hours. Offered Spring Term.

P. Ad. 3.21 — Functions and Practices of Public Management. Introduction to the field of public management. Role of managers in publicly controlled bureaucracies. Cognitive and observed patterns in publicly managed organizations. Techniques for analyzing and participating in the implementation phase of public policy making. 1 term – 3 semester hours. Offered Fall Term.

P. Ad. 3.22 — The Content of Government. An institutional and behavioral survey of Federal, State, Regional and Local governments, with an examination of the Intergovernmental structures and procedures. Concentration on the related knowledge, skills and tools available to the public manager. 1 term – 3 semester hours. Offered Fall Term.

P. Ad. 3.23 — The Analysis of Governmental Units. The application of analytical knowledge, skills and tools to Federal, State and Local government units with emphasis on the use of diverse methods of analysis in public decision-making, report preparation and writing. 1 term – 3 semester hours. Offered Spring Term.

P. Ad. 3.24 — Legal and Legislative Research. Fundamentals of the legal, administrative and legislative process. The analysis and application of the statutes of the legislatures and the regulations of administrative agencies to problems and issues of Federal, State, Local and Regional Units of government. 1 term – 3 semester hours. Offered Spring Term.

P. Ad. 3.25 — Public Organizations and Groups. A survey of the human behavioral patterns in public organizations and small groups, examining individual, group and intergroup activities. Individual motivation, modes of leadership and decision-making processes are explored through texts, simulations, and cases. Evaluation techniques are applied to organizational and small group behavior. 1 term – 3 semester hours. Offered Spring Term.

P. Ad. 3.26 — Governmental Policy Analysis. A thorough study of several public policy areas such as housing, transportation, welfare and taxes. Both quantitative and qualitative techniques will be used. The student will have ample opportunity to analyze a public policy area. 1 term – 3 semester hours. Offered Fall Term.
P. Ad. 3.60 — Public Labor/Management Relations. Public Personnel theory and practices; strategies of public management and labor leaders. Major issues underlying labor-management relations in the late 1970's; particular emphasis on collective bargaining. 1 term — 3 semester hours. Offered Spring Term.

P. Ad. 4.10 — Internship in Public Management. Aided by the University where necessary, students arrange part-time employment in a government agency, or in a publicly oriented function of private industry. Minimum time: 15 hours weekly. May be paid or unpaid. (Must be taken with 4.11.) Students working in the public sector may choose to waive the internship. 1 term — 3 semester hours. Offered Spring Term.

P. Ad. 4.11 — Analysis of Public Management. Analysis and interpretation of experience in employment in a publicly oriented organization. Relationship of experience to widely accepted concepts in public administration and management, to the social sciences, and to normative concepts. Integration of theory and practice. (Must be taken with 4.10.) 1 term — 3 semester hours. Offered Spring Term.

P. Ad. 4.13 — Seminar in Public Management. Contemporary issues and problems examined through the Classical and Current writings of Public Administration. An introduction to the foundation and recurrent themes in the study of modern bureaucracies in a changing environment. Examination of the impact of values, expertise and ethics in bureaucratic decision-making. 1 term — 3 semester hours. Offered Fall Term.
REQUIRED COURSES AND ELECTIVES OFFERED
BY THE COLLEGE OF LIBERAL ARTS AND SCIENCES

Humanities (6 credits)
Hum. 1.1-1.2
Hum. 2.1-2.2
Hum. 2.3-2.4
Explanation: Introduction to the Humanities, History of the Visual Arts, Humanities and the Individual
(Transfer students may take other appropriate course(s) in the Humanities, with the permission of the Department of Humanities and Modern Languages)

Foreign Languages and Cultures (6 credits)
French 2.1-2.2, 2.9, 2.10, 2.11, 2.12
German 2.1-2.2
Spanish 2.3-2.4, 2.7-2.8
Bio. 1.0/L1.0-1.01/L1.01
Bio. 1.0/L1.0-1.02/L1.02
Bio. 1.0/L1.0-1.03/L1.03
Chem. 1.3/L1.3-1.4/L1.4
Sci 1.1/L1.1-1.2/L1.2
Explanation: Principles of Biology — Introduction to Animal Biology, Principles of Biology — Introduction to Plant Biology, Principles of Biology — The Living World and Man, Chemistry of the Environment, Introduction to Physical Science

Social Science Option (6 credits) — Public Management Only
Economics
Government
Explanation: (Not including 1.1-1.2, 2.2, 3.3) (Not including 4.8)

See the College of Liberal Arts and Sciences catalog for course descriptions.
Graduate Degree Programs
Master in Business Administration
Master in Public Administration

Suffolk University's School of Management offers programs leading to the degrees of Master in Business Administration and Master in Public Administration. These programs are offered in the day, late afternoon and evenings. The completion of a master's degree is possible in the day and evening hours and on Saturdays. Suffolk University is aware and proud of the diversity among its graduate student population and is constantly striving to accommodate their needs.

The purpose of the Graduate Degree Programs is to offer advanced study in the field of administration in the public and private sectors. The facilities and courses offered allow a student to investigate and experience in-depth the knowledge and preparation needed to become a successful career person. A student is encouraged to become deeply involved in course work and projects.

ADMISSION

Admission in the M.B.A. and M.P.A. programs is open to qualified men and women holding a bachelor's degree from a regionally accredited United States College or University or from a recognized foreign institution of higher education.

Application for admission requires the following:

M.B.A. Program: 1) completed application form; 2) transcripts from all colleges attended; 3) GMAT test scores; 4) typewritten statement of activities and achievements; 5) Resume.
M.P.A. Program: 1) completed application form; 2) transcripts from all colleges attended; 3) two letters of recommendation; 4) typewritten statement concerning interest in M.P.A. program; 5) Resume.

Applications must be received by the Admissions Office not later than May 1 for the Fall semester and October 1 for the Spring semester. Supporting documents must be received not later than May 15 for the Fall semester and October 15 for the Spring semester.

FINANCIAL AID

A variety of financial aid is available to graduate students. Please refer to the financial aid section on page 00 for federal and state sponsored aid information. Students applying for this aid should furnish a Financial Aid Form. This is provided by the College Scholarship Service in Princeton, New Jersey.

The School of Management provides a number of full and partial tuition Graduate Fellowships to qualified graduate students. These awards, made directly by the School of Management, are based upon merit and need and are awarded to individuals who present a strong academic background.

Applications for Graduate Fellowships should be returned to the Financial Aid Office, Suffolk University, Boston, Massachusetts 02114.

Applications for financial aid must be received by: March 1 for the fall semester; Oct. 15 for the spring semester.

ACADEMIC STANDARDS

Graduate students are expected to maintain satisfactory grades in all course work attempted. Formal guidelines for academic performance as applied to graduate students include both lower and upper level courses and are as follows:

Recommended Action
For any one of the following circumstances:

A. Cumulative grade point average below 3.0 at the end of any single semester: Warning
B. Cumulative grade point average below 3.0 for three semesters (not necessarily successive semesters): Dismissal
C. Cumulative total of two C grades: Warning
   Cumulative total of three C grades: Dismissal
D. Receipt of an F grade: Warning, with note that course must be re-taken.
   Cumulative total of 2 F grades: Dismissal
E. Two or more I grades carried more than one semester following receipt: Dismissal

<table>
<thead>
<tr>
<th>Grading System</th>
<th>Grade Point Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter Grade</td>
<td></td>
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<tr>
<td>A</td>
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<tr>
<td>A-</td>
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<tr>
<td>B+</td>
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<tr>
<td>B</td>
<td>3.0</td>
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<tr>
<td>B-</td>
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<td>C+</td>
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<tr>
<td>C</td>
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**DEGREE REQUIREMENTS**

The faculty will recommend to the President and Trustees of the University the award of the Master in Business Administration or Master in Public Administration degree if the following conditions are satisfied:

1. All lower level courses are satisfactorily completed or waived, and all upper level courses satisfactorily completed (minimum C grade).
2. An overall average of 3.0 or higher for the entire graduate program.
3. All degree requirements are completed within five years after the start of graduate course work.

**TUITION AND COSTS**

Tuition for full time study is $3,300 per year; for part time study $330 per 3 credit course. Books and case material are approximately $40 per course. Student activity fees total $10 per year for full time students and $9 per year for part-time students. Tuition payment and refund information is located on pages 13-15.
Master in Business Administration Program

Philosophy — The philosophy of the School of Management, Graduate Division, is that a program based on broad rather than specialized training is best suited for the preparation of managers who will be challenged by the myriad of opportunities and problems encountered in a rapidly changing economic, social, and political environment. This philosophy is translated into specific M.B.A. program objectives.

Objectives — To develop an understanding of particular business functions and their interrelationships.

To develop an understanding of the role and responsibilities of business in the society.

To develop an ability to identify problems, obtain relevant information, devise alternative courses of action, reach conclusions, and implement decisions.

To develop the attitudes, skills, professional identification and commitment of professional management.

M.B.A. COURSE OF STUDY

The M.B.A. curriculum is divided into a lower level course component and upper level course component. The lower level courses may be waived if satisfactorily completed in the undergraduate program of an accredited institution, or through satisfactory performance on a CLEP
Examination in the subject matter. Credit is not granted for work experience. All lower and upper level MBA courses are open to matriculated students only. Full time students are expected to enroll in day courses when available.

**Lower level courses are to be completed prior to enrolling in any upper level courses.** Upper level courses may be taken in any sequence except that Business Policy (B.Ad. 10.10) must be taken during the final semester of the M.B.A. program. M.B.A. elective courses may be taken in any sequence if all prerequisites for the particular elective are satisfied. Writing Skills Review (Eng. 6.0) is an optional course offered to those graduate students seeking remedial work in written expression. (Credit does not count towards MBA degree.) See description on page 11.

### M.B.A. CURRICULUM

#### Lower Level

<table>
<thead>
<tr>
<th>Course #</th>
<th>Description</th>
<th>Cr.</th>
<th>Waiver by</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Ad. 6.1</td>
<td>Graduate Financial Accounting I</td>
<td>3</td>
<td>Principles of Accounting I</td>
</tr>
<tr>
<td>B.Ad. 6.2</td>
<td>Graduate Financial Accounting II</td>
<td>3</td>
<td>Principles of Accounting II</td>
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<tr>
<td>B.Ad. 6.3</td>
<td>Managerial Principles</td>
<td>3</td>
<td>Introduction to Mgmt.</td>
</tr>
<tr>
<td>B.Ad. 6.4</td>
<td>Marketing Principles</td>
<td>3</td>
<td>Introduction to Mkt.</td>
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<tr>
<td>B.Ad. 6.5</td>
<td>Quantitative Analysis</td>
<td>3</td>
<td>Statistics</td>
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<td>B.Ad. 6.6</td>
<td>Managerial Economics</td>
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<tr>
<td>B.Ad. 6.7</td>
<td>Applied Economics of Management</td>
<td>3</td>
<td>**</td>
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<tr>
<td>B.Ad. 6.8</td>
<td>Business Law</td>
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<td>Business Law I</td>
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<tr>
<td>B.Ad. 6.9</td>
<td>Managerial Finance</td>
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<td>Business Finance</td>
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</tbody>
</table>

The lower level courses are to be completed with a grade of C or better prior to enrolling in the upper level courses. Any waiver of lower level courses must be done during the admission process. Once a student is admitted into the M.B.A. program, any remaining lower level courses are to be taken at Suffolk University or waived by the CLEP exam.

*Waived with two courses of principles of economics (macro and micro) taken in past seven years.*

**Waived if undergraduate degree is in Economics completed in past seven years or waived with course work or a degree in Business Administration, intermediate economic analysis (micro and macro) and a semester of Money & Banking if taken within the last seven years.*
### Upper Level

<table>
<thead>
<tr>
<th>Course #</th>
<th>Description</th>
<th>Credit</th>
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<tbody>
<tr>
<td>B.Ad. 10.1</td>
<td>Human Behavior in Organizations</td>
<td>3</td>
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<tr>
<td>B.Ad. 10.3</td>
<td>Marketing Management</td>
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</tr>
<tr>
<td>B.Ad. 10.4</td>
<td>Production and Operations Management</td>
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<td>B.Ad. 10.5</td>
<td>Financial Management</td>
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<tr>
<td>B.Ad. 10.6</td>
<td>Analysis of Business Decisions Under Uncertainty — Quantitative Approaches</td>
<td>3</td>
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<tr>
<td>B.Ad. 10.9</td>
<td>Environmental Analysis and Strategic Planning</td>
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<tr>
<td>B.Ad. 10.10</td>
<td>Business Policy (to be taken in the last term)</td>
<td>3</td>
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**Graduate Electives** — Electives are open to matriculated M.B.A. degree candidates who have satisfied all prerequisite courses.

### Electives

#### Accounting

<table>
<thead>
<tr>
<th>Course #</th>
<th>Description</th>
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<tbody>
<tr>
<td>B.Ad. 10.22</td>
<td>— Taxation for Managers</td>
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<tr>
<td>B.Ad. 10.34</td>
<td>— Intermediate Graduate Level Accounting</td>
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<tr>
<td>B.Ad. 10.35</td>
<td>— Graduate Accounting for Managers</td>
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<tr>
<td>B.Ad. 10.39</td>
<td>— Internal Auditing</td>
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<tr>
<td>B.Ad. 10.40</td>
<td>— Accounting Information Systems</td>
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<tr>
<td>B.Ad. 10.41</td>
<td>— Current Accounting Theory</td>
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</tbody>
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#### Business Law

<table>
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<tr>
<th>Course #</th>
<th>Description</th>
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<tbody>
<tr>
<td>B.Ad. 10.24</td>
<td>— Legal Environment of Business</td>
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#### Computer Science

<table>
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<tr>
<th>Course #</th>
<th>Description</th>
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<tbody>
<tr>
<td>B.Ad. 10.21</td>
<td>— Data Processing for Managers</td>
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#### Finance

<table>
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<tr>
<th>Course #</th>
<th>Description</th>
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<tr>
<td>B.Ad. 10.28</td>
<td>— Advanced Investment Analysis</td>
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<tr>
<td>B.Ad. 10.30</td>
<td>— Advanced Financial Management</td>
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<tr>
<td>B.Ad. 10.38</td>
<td>— Risk Management and Insurance</td>
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<tr>
<td>B.Ad. 10.53</td>
<td>— Portfolio Management</td>
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<tr>
<td>B.Ad. 10.54</td>
<td>— Seminar in Finance</td>
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<tr>
<td>B.Ad. 10.55</td>
<td>— Money and Capital Markets</td>
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<tr>
<td>B.Ad. 10.56</td>
<td>— Business Forecasting</td>
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#### Management

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<tr>
<th>Course #</th>
<th>Description</th>
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<tbody>
<tr>
<td>B.Ad. 10.23</td>
<td>— Management of International Business</td>
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<tr>
<td>B.Ad. 10.26</td>
<td>— Operations Management</td>
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<tr>
<td>B.Ad. 10.29</td>
<td>— Real Property</td>
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<td>B.Ad. 10.31</td>
<td>— Organization Development</td>
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<tr>
<td>B.Ad. 10.33</td>
<td>— Action Research in Organizations</td>
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<tr>
<td>B.Ad. 10.42</td>
<td>— Personnel and Labor Relations</td>
</tr>
<tr>
<td>B.Ad. 10.45</td>
<td>— Personal Development and Life Work Planning</td>
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<tr>
<td>B.Ad. 10.58</td>
<td>— Management of Small Business</td>
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#### Marketing

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<tr>
<th>Course #</th>
<th>Description</th>
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<tr>
<td>B.Ad. 10.27</td>
<td>— Marketing Research for Managers</td>
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<tr>
<td>B.Ad. 10.36</td>
<td>— Marketing Communication and Promotion</td>
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<tr>
<td>B.Ad. 10.47</td>
<td>— Consumer Behavior</td>
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<td>B.Ad. 10.49</td>
<td>— Multinational Marketing</td>
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<td>B.Ad. 10.50</td>
<td>— Marketing for Non-Profit Organization</td>
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<tr>
<td>B.Ad. 10.51</td>
<td>— Marketing Problem Case Seminar</td>
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<tr>
<td>B.Ad. 10.57</td>
<td>— Sales Management</td>
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Master in Business Administration 83
All Public Management graduate level courses can be used to fulfill the elective require­ment, except for the following: P.Ad. 11.2, 11.10, 11.11, 11.12, 11.15, 11.16, and 11.17. Any MBA candidate who has previously received credit for Governmental Accounting at either the graduate or undergraduate level may not take P.Ad. 11.61.

Transfer credit may be awarded for up to six (6) credit hours of upper level course work prior to matriculation. Students wishing to transfer upper level credits should complete a transfer request form available at the Admissions Office. Courses applied to a previous degree will not be granted credit toward the M.B.A. degree.

Lower Level Courses
(Frequency and scheduling of courses subject to change)

Business Administration 6.1 — Financial Accounting. A basic course encompassing the concepts of accounting fundamentals, external statement reporting, and their interpretation for financial decisions. 1 term – 3 semester hours. Offered annually.

Business Administration 6.2 — Financial Accounting. An investigation of internal concepts of managerial costs, budgets, and their related functional areas of finance for profit maximization. Prerequisite: B.Ad. 6.1 or Acct. 1.1. 1 term – 3 semester hours. Offered annually.

Business Administration 6.3 — Managerial Principles. A survey course dealing with contemporary management issues. Course covers a wide range of conceptual and practical materials, including such areas as labor relations, human behavior, organizational structures, personnel systems, organizational development, etc. Conceptual material covered through reading with cases used to bring concepts to life. 1 term – 3 semester hours. Offered annually.

Business Administration 6.4 — Marketing Principles. An accelerated survey course for students without previous marketing coursework. Includes the role of marketing in society and within an organization, the structure of our marketing system, the marketing decision variables, and the marketing management function. 1 term – 3 semester hours. Offered annually.

Business Administration 6.5 — Quantitative Analysis. An introduction to probability and statistics. This course will impart the ability to comprehend and logically use quantitative methods through one of three forms: (1) analysis, 2) the creation of arguments with objective support for various premises, and 3) the systematic application of problem-solving techniques. 1 term – 3 semester hours.

Business Administration 6.6 — Managerial Economics. This course develops the basic economic tools of macroeconomics and microeconomics with special emphasis on economic aspects dealing with understanding the economic environment for business decision-making. Topics such as price system, market structures, economic systems, labor markets, national accounts, government control, fiscal and monetary policy, inflation, unemployment and the banking system will be covered. 1 term – 3 semester hours. Offered annually.
Business Administration 6.7 — Applied Economics of Management. This course develops skill in the systematic analysis of the economic aspects of business decisions and in the development of quantitative data of the firm. It deals with a more in-depth analysis of the market, the theory of consumer behavior, oligopoly, monopoly, perfect competition, optimal production, costs, profit maximization, corporate pricing and technology. Also some application of national investment and monetary and fiscal policy. The emphasis is application of these topics to real world situations. 1 term – 3 semester hours. Offered annually. Prerequisite – B.Ad. 6.6 or its equivalent.

Business Administration 6.8 — Business Law. Introduction to law and judicial procedure as it affects the now common business transactions. Introduction to the substantive areas of Contracts, Agency, Property, and Business Associations. 1 term – 3 semester hours. Offered annually.

Business Administration 6.9 — Managerial Finance. This course covers working capital management, fixed asset management, and sources of funds to the firm. Concepts of financial leverage, cost of capital, and dividend policy are introduced. Prerequisite: B.Ad. 6.1 or Fin. 3.1.

Upper Level Courses
(Frequency and scheduling of courses subject to change)

Business Administration 10.1 — Human Behavior in Organizations. Human Behavior offers the student an opportunity to understand the genesis of behavioral patterns in organizations as these patterns concern individual, group and intergroup activities, and the effect these activities have on the organization, leading to the development of “emergent behavior”. An understanding of and an ability to work within the organization will be stressed. Human Behavior in Organizations offers an opportunity to study the various theories of behavior of people in organization. The student traces the evolution of behavioral theories from the intuition-based ideas up through the latest research-based conceptualizations. Conceptual development and applicability are developed by the use of texts and cases. Prerequisite: B.Ad. 6.3. 1 term – 3 semester hours. Offered each semester.

Business Administration 10.3 — Marketing Management. The course examines the tools of analysis, planning and control used in the management of the marketing process, beginning with need assessment and proceeding through formulation of the offering, and the pricing, promotion and distribution decisions required. Applications stressed through case analysis and projects. Prerequisite: B.Ad. 6.4. 1 term – 3 semester hours. Offered each semester.

Business Administration 10.4 — Production and Operations Management. The course emphasizes management of the production process as a universal task whose goal is the creation of utility. Thus, the course goals are to develop an analytical ability and an understanding of both the newer quantitative techniques, such as linear programming, simulation, waiting line theory, and the more traditional topics such as work measurement, layout, and inventory control. Conceptual development and applicability are stressed through the use of text and cases. Prerequisite: B.Ad. 6.3. 1 term – 3 semester hours. Offered each semester.

Business Administration 10.5 — Financial Management. An investigation, analysis, planning and solution of problems in the management of assets. Funds requirements, capital costs, short and long term financing, planning of the capital structure, use of capital markets, capital budgeting. Analysis of business cases. Prerequisite: B.Ad. 6.1-6.2. 1 term – 3 semester hours. Offered each semester.
Business Administration 10.6 — Analysis of Business Decisions Under Uncertainty — Quantitative Approaches. This course will provide in-depth knowledge for students in mathematical techniques used in business decision making. Particular effort will be focused on the process of analyzing decisions under uncertainty. Concepts include decision trees, profitability theory, and preference theory. Heavy attention will be given to application of techniques through case studies. Prerequisite: B.Ad. 6.5. 1 term – 3 semester hours. Offered each semester. This course is not offered summers.

Business Administration 10.9 — Business, Government & Society. This course deals with the relationship between the internal business strategic process and the external influences on business which come from consumers, government, and society in general. Case situations concerning direct and indirect business/government/societal relations are used in helping the participant identify and learn to cope with the problems
facing the business administrator in a highly complex and changing environment. Specific focus is given to the formulation of long-term strategic processes rather than the details of an ever-changing current environment. 1 term – 3 semester hours. Offered each semester.

**Business Administration 10.10 — Business Policy.** Business Policy offers students the opportunity to develop a general management point of view rather than a functional or departmental orientation. This course builds upon and integrates the other work in the M.B.A. program by means of cases and other materials designed to develop skills in determining and implementing company objectives and policies. **Prerequisite: this course may only be taken in the final semester of the M.B.A. Program. 1 term – 3 semester hours. Not offered summers.**

**Business Administration 10.21 — Data Processing for Managers.** The primary objective of this course is to investigate, analyze, and solve computer management problems in a business environment. The student will be introduced to computer hardware, software systems flowcharting, and the BASIC programming language. The remainder of the course will deal with decision making techniques in data processing. 1 term – 3 semester hours. Offered annually.

**Business Administration 10.22 — Taxation for Managers.** Taxation for Managers is designed to bring about an understanding of tax principles relating to specific and pertinent business problems. Practical situations and their impact on business decisions will be discussed as well as estate and trust planning. 1 term – 3 semester hours. Offered annually.

**Business Administration 10.23 — Management of International Business.** This course focuses on the principles of International Business and the characteristics which distinguish it from domestic U.S. business. It deals with problems of international law, monetary matters, finance and cultural and political matters, considerations of the complexity of multinational corporation formation and operation and the related problems are also covered. 1 term – 3 semester hours. Offered annually.

**Business Administration 10.24 — Legal Environment of Business.** This course is designed to acquaint the manager with the constitutional, legislative and administrative environment within which one must work. Particular emphasis is placed on the problems of partnerships, corporations, sales law, commercial paper, business property and simplified estate planning. 1 term – 3 semester hours. Offered annually.

**Business Administration 10.26 — Operations Management.** An advanced graduate elective for those preparing for a career in operations management. The primary objective of the course is to explore the application of operations management to the design and management of service delivery systems. Using the case method, factory derived tools and techniques will be employed to highlight the key considerations in evaluating and implementing alternative equipment and process techniques for delivering a given service. **Prerequisite: B.Ad. 10.4. 1 term – 3 semester hours. Offered annually.**

**Business Administration 10.27 — Marketing Research for Managers.** The role of research in the marketing decision process; the cost and value of information. Problem definition, research design, sampling, questionnaire design, field methods, and data analysis and reporting are investigated through cases and problems. **Prerequisite: B.Ad. 10.3. 1 term – 3 semester hours. Offered annually.**
Business Administration 10.28 — Advanced Investment Analysis. Risk-Reward analysis of security investments including an analysis of the national economy, industry, firm and market; portfolio construction and management; emphasis on theory and professional application. Analyses of cases. Prerequisite: B.Ad. 10.5. 1 term – 3 semester hours. Offered annually.

Business Administration 10.29 — Real Property. In depth study of the financial and investment viewpoints of real estate. Topics include taxation, government regulation, law, insurance, valuation, syndications and special accounting considerations of cash flow and depreciation. Review of real property and estates. 1 term – 3 semester hours. Offered annually.

Business Administration 10.30 — Advanced Financial Management. In depth study of capital costs, capital budgeting, leasing, mergers and acquisitions, and other current problems of business finance. Analysis of business cases and problems is supplemented by current readings in theory and practice. Prerequisite: B.Ad. 10.5. 1 term – 3 semester hours. Offered annually.

Business Administration 10.31 — Organization Development. The course offers the student the opportunity to utilize the principles and theories of organization behavior to change the beliefs, attitudes, values and structure of organizations so that they may be able to recognize and adapt to new technologies and challenges. Prerequisite: B.Ad. 10.1. 1 term – 3 semester hours. Offered annually.

Business Administration 10.33 — Action Research in Organization. The student will be offered the opportunity to investigate, identify, analyze, and solve problems facing the ongoing business firm. The team approach will be utilized in studying the cooperating firms. The student must complete 12 hours of graduate courses prior to taking 10.22 or get the permission of the instructor or department chairperson. 1 term – 3 semester hours. Offered days, alternate years.

Business Administration 10.34 — Intermediate Graduate Level Accounting. This course develops an understanding of accounting concepts and generally accepted principles; auditing of functions; and an introduction to the reporting requirements of the Securities and Exchange Commission. 1 term – 3 semester hours. Offered annually.

Business Administration 10.35 — Graduate Accounting for Managers. Course content focuses on the development of knowledge of administrative (budgetary) accounting and cost accounting. Areas covered include: profit planning and control systems; sales and cash budget analysis; accounting for manufacturing expenses, job order, process, and standard cost systems; and managerial applications. 1 term – 3 semester hours. Offered annually.

Business Administration 10.36 — Marketing Communication and Promotion. The role, scope, and tools of promotion; the communication process and the limits of persuasion. The management of the promotional campaign, including formulation of objectives, resource allocation, message and media strategy, measurement and evaluation. Prerequisite: B.Ad. 10.3. 1 term – 3 semester hours. Offered annually.

Business Administration 10.38 — Risk Management and Insurance. A study of property, casualty, life, health and group insurance protection applicable to the firm, risk analysis to determining priorities or allocating financial resources, including self-insurance. 1 term – 3 semester hours. Offered evenings annually.
Business Administration 10.42 — Labor Relations. This course provides a basic knowledge of Labor Relations by examining, in turn, the historical perspective, legal framework and administrative practices. Class methodology includes lecture, discussion and case analyses. 1 term - 3 semester hours. Prerequisite: B.Ad. 10.1.

Business Administration 10.45 — Personal Development and Life Work Planning. This course will focus on individuals assessing their strengths and weaknesses; matching these with their work and non-work aspirations; and accordingly, developing a life plan. This course will also deal with contemporary concepts related to career and life development. 1 term - 3 semester hours. Offered annually.

Business Administration 10.47 — Consumer Behavior. Applications of the behavioral sciences to understanding human behavior in the marketplace. Topics include individual and social influences on consumer decision processes, attitudes, persuasion, motivation and other related matters of concern to the marketer attempting to develop and implement strategy. Prerequisite: B.Ad. 10.3. 1 term - 3 semester hours. Offered annually.

Business Administration 10.49 — Multinational Marketing. The extension of marketing principles and practices to application in the multinational or world environment. Attention given to the kinds of skills needed by culture crossing marketeers. Prerequisite: B.Ad. 10.3. 1 term - 3 semester hours. Offered alternate years.

Business Administration 10.50 — Marketing for Non-Profit Organizations. A course specifically organized for managers of non-profit organizations which have, but do not always recognize that they have, marketing problems related to goal definition, planning, positioning of themselves in the non-profit market place, identification of the segment(s), of the market their services and ideas fill the needs of, and promotion of their "messages" to gain or capture share of mind within their appropriate consumer segment(s). Prerequisite: B.Ad. 10.3. 1 term - 3 semester hours. Offered alternate years.

Business Administration 10.51 — Marketing Problem Case Seminar. The course focuses on analysis of complex cases drawn from real consumer and industrial marketing situations. The emphasis is on analysis, decision-making, and implementation of decisions by the marketing manager within the constraints imposed by lack of time and ambiguity of information. Suggested background: marketing experience or one additional graduate marketing course beyond 10.3. Prerequisite: B.Ad. 10.3. 1 term - 3 semester hours. Offered evenings alternate years.

Business Administration 10.53 — Portfolio Management. Quantitative and qualitative methods used in portfolio building, maintenance and evaluation; effect of uncertainty; nature and evaluation of selected institutional portfolios and investment objectives and attitudes toward income and risk. Cases. Prerequisite: B.Ad. 10.28. 1 term - 3 semester hours. Offered annually.

Business Administration 10.54 — Seminar in Finance. Theory decision making and current readings in business finance and investments supplemented by special problems and a research project. Prerequisite: B.Ad. 10.30 and 10.28. 1 term - 3 semester hours. Offered alternate years.

Business Administration 10.56 — Business Forecasting. A study of the nature, techniques, and problems of Business Forecasting. Indicators of business activity. Short-run econometric forecasting models and the construction of aggregate forecasts and of forecasts for major sectors of the economy. Application of aggregate and sector forecasts to particular industries and firms. Long-run predictions. 1 term — 3 semester hours. Offered alternate years.

Business Administration 10.57 — Sales Management. Examines the roles of the sales force and sales manager in implementing marketing programs, with emphasis on the functions and problems of the sales manager. Areas of concern include organization, selection, training, compensation, motivation and supervision of the sales force, measurement of performance, planning and control of the field sales function. Prerequisite: B.Ad. 10.3. 1 term — 3 semester hours. Offered annually.
Business Administration 10.58 — Management of Small Business. The purpose of this course is to help prepare yourselves for successful careers as entrepreneurs or as managers in small business. The emphasis will be on the management strategy for the ongoing operations of the small business rather than the start-up or formulation of new ventures. 1 term — 3 semester hours. Offered alternate years.

Business Administration 10.59 — Personnel and Human Resources Management. This course is offered specifically for the practitioner and student interested in understanding the role and the skills involved in human resources management. The course will have two distinct conceptual themes: 1) the nature and scope of traditional personnel functions, and 2) the role of the newly emerging personnel specialist concerned with recently observed changes in worker attitudes, expectations and education. In covering a broad array of human resource topics, the traditional functions and role will be merged with these recent changes. 1 term — 3 semester hours. Prerequisite: B.Ad. 10.1.

Students in the M.B.A. Program may substitute the following courses offered by the Suffolk University Law School for a graduate elective. Permission must be obtained from the instructor.

Law School Courses

Corporate Finance. This course is designed to develop the student's awareness of the legal problems and solutions involved in financing the corporation or similar business entity. Students should have taken Accounting for Lawyers or be able to work with accounting principles in analyzing financial statements. Topics covered will include: basics of evaluating corporations and their securities; the process of designing the right financing for the desired task; packaging and marketing the financing; disclosure duties of public corporations; liabilities of officers and directors; securities litigation; and several special areas such as reorganizations, condominiums and "tax shelter" offerings. The course will familiarize students with basic principles of federal and Massachusetts securities, corporate and other laws related to financing and give students a chance to apply these principles to a number of problems. Prerequisite: B.Ad. 10.5. 3 credit hours.

Arbitration. Broad, basic course covering both commercial and labor arbitration with the emphasis on the basic aspects. It will not supplant nor infringe on any other courses covering labor law indepth. It is designed for the practical aspects and needs of the business and legal community. Topics covered include the common law and statutory aspects, arbitration agreement, their use and enforcement, qualifications, appointments and powers of arbitrators, the role and functions of the American Arbitration Association, the growing field of public sector fact finding, and arbitration. The class will participate in an arbitration based on a commercial case. Films and guest speakers will be used. 3 credit hours.
EXECUTIVE MBA PROGRAM

The Master in Business Administration is available at the Suffolk University School of Management in a uniquely conceived SATURDAY ONLY offering.

The Executive MBA Program is a rigorous, challenging, and unique educational opportunity for men and women who have clear career objectives. Admission is granted on the basis of previous educational and extensive work experience. A minimum of five years managerial experience is required. This program provides currently employed men and women the opportunity to achieve senior managerial responsibility in business, government and nonprofit organizations.

The Executive MBA Program is designed to accommodate men and women who have had no prior academic training in business related subjects, as well as those who already possess an undergraduate degree in business. The sessions consist of eleven week segments of two courses per session; one in the morning and one in the afternoon. In the upper graduate level students take seven core courses in small, self-contained groups, interacting and learning with the same people throughout the program. In addition, three elective courses chosen from the fields of Accounting, Management and Marketing are required.

Students with no prior academic business preparation, can complete the degree requirements in 110 instructional weeks, while students whose prior record permits admission directly to the upper level, can complete the MBA degree requirements in as few as 55 instructional weeks.

Additional information about the program can be obtained by contacting the Director, Executive MBA program at (617) 723-4700.
Master in Public Administration Program

The MPA curriculum is concerned with a pragmatic approach to education in Public Management and Administration.

The program emphasizes and allows for the development of knowledge and expertise so that each student may perform managerial and administrative work at all levels of government or in a public service institution.

Objectives — The major objective is that each student be considered in terms of his/her potential as a public manager. The curriculum has been designed to meet the needs of the students:

... for the preparation of a career in the public service.

... for those now in service who are interested in further study and advancement, and

... for those in public service agencies (community as well as voluntary).

The curriculum has been established to correspond to the guidelines and standards of the National Association of Schools of Public Affairs and Administration.

The program accommodates both full and part-time students, offering them a mix of day and evening classes, and on Saturday.

The MPA curriculum is a 48-credit program (16 courses) which provides graduate instruction in all areas recommended by the National Associ-
ation of Schools of Public Affairs and Administration. There are eleven (11) required courses and five (5) electives. Foundation courses P.Ad. 11.15, P.Ad. 11.16 and P.Ad. 11.17 must be taken prior to other required courses. It is suggested that the other required courses be taken in numerical sequence.

I. Required Courses

Foundations of Public Organization Administration (P.Ad. 11.15) .......................................3
Foundations of Public Policy Analysis (P.Ad. 11.16).................................................................3
Foundations of Public Financial Administration (P.Ad. 11.17) .............................................. 3
Legal Basis of Public Management (P.Ad. 11.1) .................................................................3
Quantitative Analysis (P.Ad. 11.2) ................................................................................................3
Personnel Management and Organized Labor in the Public Sector (P.Ad. 11.8) ..........................3
Practicum in Public Management (pre-career only) (P.Ad. 11.10) ............................................3
Practicum Seminar in Public Management (P.Ad. 11.11) ..........................................................3
Organizational Effectiveness in Government (P.Ad. 11.12) .......................................................3
Governmental and Fund Accounting (P.Ad. 11.61) ....................................................................3
Governmental Financial Administration (P.Ad. 11.62) .............................................................3

II. Electives

Politics of the Federal Bureaucracy (P.Ad. 11.3) .................................................................3
State and Local Administration (P.Ad. 11.4) ...............................................................................3
Intergovernmental Relations (P.Ad. 11.7) ..................................................................................3
Client and Community Relations (P.Ad. 11.9) .......................................................................3
Analysis of Public Policy (P.Ad. 11.13) ....................................................................................3
Individual Study (P.Ad. 11.14) .................................................................................................3
Administrative Strategies of Grants-In-Aid (P.Ad. 11.21) .........................................................3
Governmental Context for Public Administration (P.Ad. 11.22) ..............................................3
Communication in the Public Sector (P.Ad. 11.23) ................................................................3
Human Services Integration (P.Ad. 11.33) ..............................................................................3
Public Management Information Systems (P.Ad. 11.41) ........................................................3
Financing State and Local Government (P.Ad. 11.63) ............................................................3

Students not taking P.Ad. 11.10 will enroll in a sixth elective.

Required Courses

(Frequency and scheduling of courses subject to change)

Public Administration 11.1 — Legal Basis of Public Management. Review and development of basis for administrative practice. Legal interpretation of statutes, regulations and proposed legislation with an impact on public administration. 1 term – 3 semester hours. Offered each semester.


Public Administration 11.8 — Personnel Management and Organized Labor in the Public Sector. Detailed study of three styles of personnel management: patronage, merit (civil service), and union management in the public sector. Concepts for the evaluation of
organizational effectiveness as well as the effectiveness of public employees will be considered. Development of organized labor as a force in Government. Theoretical and practical bases of legitimacy and power. Trends in labor-management practice in the public sector. Stress on collective bargaining. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.10 — Practicum in Public Management. A one-semester internship for those students without professional experience in government service or in private organizations working with the government. The internship will form the basis for P.Ad. 11.11. 1 term – 3 semester hours. Offered each semester.

Public Administration 11.11 — Practicum Seminar in Public Management. Using the student's professional experience in government service or in private organizations working with government, an analysis and interpretation of the problems in public management will be carried out. Relationship of that experience to widely accepted concepts in public administration and management, the behavioral tradition in social science, and normative concepts will be reviewed. Students without the required professional experience must take P.Ad. 11.10 concurrently. 1 term – 3 semester hours. Offered each semester.


Public Administration 11.15 — Foundations of Public Organisation Administration. The structures and processes of government organizations as it is found at various levels — federal, state, regional, and local — will be examined. Students will explore the historical and political rationale for the present operations of the public sector. A review of research methods, techniques, and tools will be made, including identification of sources of relevant information and formats for communication will be implemented. 1 term – 3 semester hours. Offered Fall Term, Summer Term.

Public Administration 11.16 — Foundations of Public Policy Analysis. This course covers the process of policy formation and elementary techniques of policy analysis. Using the basic principles of public administration as a starting point, a framework for understanding policy as the input as well as the output of the governmental system is developed. Basic models of policy formation and basic principles of public administration are combined to form the framework for the analysis. Descriptive statistics and elementary techniques of economic analysis are used to study a policy which is under current public discussion. 1 term – 3 semester hours. Offered each semester.

Public Administration 11.17 — Foundations of Public Financial Administration. This course covers the basic principles and concepts of public sector financial administration. Financial record keeping, statement preparations, resource allocation, and budget cycle are covered as they are to be found in the public sector. The relationship of governmental revenues and expenditures on the federal, state, and local levels are considered in the light of differing fiscal policies. The objective is to provide an understanding of the basic precepts of the fiscal management of governmental units. 1 term – 3 semester hours. Offered Spring Term, Summer Term.
Public Administration 11.61 — Governmental and Fund Accounting. A comprehensive study of fund procedures and cost determination techniques for governmental units and other non-profit entities. 1 term – 3 semester hours. Offered each semester.

Public Administration 11.62 — Governmental Financial Administration. An overview of federal, state, and local governmental budgetary principles and practices. The budgetary process, cycle, and system of each will be examined. 1 term – 3 semester hours. Offered each semester.

Electives

Public Administration 11.3 — Politics of the Federal Bureaucracy. Exploration of administrative practice of the federal government based on the theory and history of its development. Detailed examination of major federal activities and practice in one of four areas such as defense, labor, housing, civil service, health, education, and welfare. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.4 — State and Local Administration. Theoretical and empirical review of the role of state and local government and the impact on administrative practice. Analysis of impact of governmental structural change and management practice in various geographical and functional areas. Impact of population growth and shifts on service delivery, and introduction of new demands and technologies on management structures will be explored. Detailed review of history and development in one or more policy areas of public management activity. 1 term – 3 semester hours. Offered each semester.

Public Administration 11.7 — Intergovernmental Relations. Review of patterns of intergovernmental funding and administration. Special emphasis on techniques of intergovernmental grant program funding and administration. Emerging patterns of intergovernmental relations. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.9 — Client and Community Relations in Public Administration. The relationship between human service agencies, their clients and the community. The historical background of the current situation will be reviewed. Cases of successful and unsuccessful relationships and interventions by governmental agencies. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.13 — Analysis of Public Policy. Theory and practice of techniques for analyzing public policy. Concentration on program evaluation, systems analysis and citizen feedback will be made. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.21 — Administrative Strategies of Grants-in-Aid. The labyrinth of federal and private grants-in-aid will be examined. The course will stress the understanding and skills needed in locating a grant source, how to obtain funds, grant preparation, how to program and manage a grant. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.22 — Governmental Context of Public Administration. An analysis of the institutional and behavioral dynamics within federal, state, regional, and local governments with concentration on improving the internal management and administration of each governmental unit. Research methods and leadership alternatives will be stressed. 1 term – 3 semester hours. Offered Annually.

Public Administration 11.23 — Communication in the Public Sector. Techniques and directives related to information processing and research analysis will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms
of media. The management of public documents and the issues involved in “Sunshine Laws” and Privacy Acts will be included. 1 term - 3 semester hours. Offered Spring Term.

Public Administration 11.33 — Human Services Integration. 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 to the service integration movement, and to selected issues, such as deinstitutionalization. 3 credits. 1 term - 3 semester hours. Offered Annually.

Public Administration 11.41 — Public Management Information Systems. This course examines systematic approaches to the management of data and information and its integration into governmental operations. Emphasis will be on the analytic skill and expertise needed for use of PMIS as a decision-making system and on the role of the manager. 1 term - 3 semester hours. Offered each semester.

Public Administration 11.63 — Financing State and Local Government. In this course we shall review the macroeconomics of the political economy and their interrelationships: federal, state and local. Within this frame of reference the management of state and local financial administration will be analyzed. Stressed will be the analysis of the revenue, taxation and borrowing functions. 1 term - 3 semester hours. Offered Fall Term.

THE MANAGEMENT EDUCATION CENTER

The Management Education Center (MEC) was created in 1977 through the merging of the Institute for Business Management and the Center for Public Management. It is the focus for professional education and training activities for business, government, and non-profit organizations served by Suffolk University. MEC also sponsors specialized and technical programs in cooperation with leading consultants and professional societies. Most programs are intensive non-academic seminars, many of which award Continuing Education Units (CEUs) upon completion. Seminar formats include 2-3 day workshops, and extended evening meetings. In all its programs, MEC utilizes outstanding training professionals and expert renowned in their specialized field. By special arrangement MEC can provide in-house programs for interested organizations. Program offerings include such topics as grantsmanship, accounting, management skills, marketing, health care and insurance. The progressional atmosphere and quality of MEC programs and operations reflect MEC's standard of excellence in serving professionals. MEC strives to enrich the organizations it serves by developing their personnel through quality management education training. For MEC program information, call the Director at (617) 723-4700, Ext. 343.