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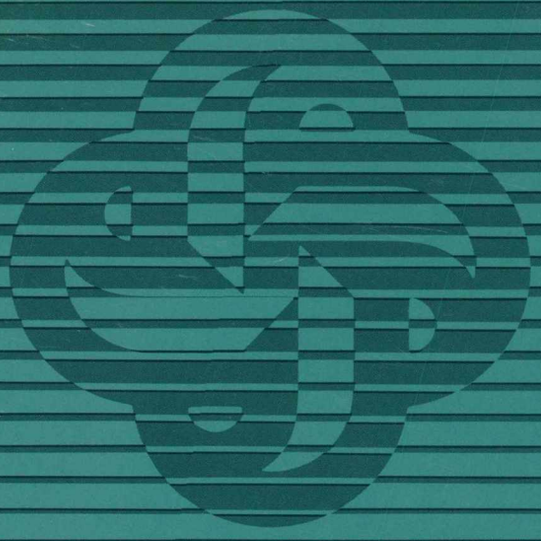


Suffolk University

School of Management

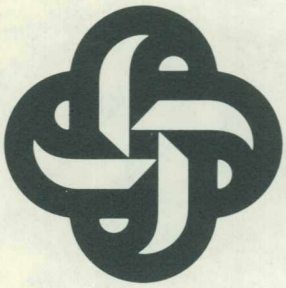
Undergraduate and Graduate
Bulletin 1985-1986

Postmaster:
SUFFOLK UNIVERSITY BULLETIN
Catalog Issue

July, 1985
Boston, Massachusetts
Volume LXXIX
Number 5

The *Suffolk University Bulletin* is published six times a year as follows:
No. 1 February, *University Bulletin (Summer);* No. 2 April, *University Bulletin (Fall/Spring);* No. 3 July 1, *College of Liberal Arts & Sciences Catalog Issue;* No. 4 July 15, *School of Management Catalog Issue;* No. 5 August 20, *University Entrance Information;* No. 6 November, *University Bulletin (Spring).*

Second Class Postage Paid at Boston, Massachusetts. Published by Suffolk University, Beacon Hill, Boston, Massachusetts 02108. Telephone 723-4700.



Suffolk University

School of Management

Undergraduate and Graduate Bulletin 1985-1986

8 Ashburton Place, Boston, Massachusetts 02108 (617) 723-4700

Suffolk University admits qualified men and women of any age, race, color, religious belief, or national or ethnic origin to all the rights, privileges, programs and activities generally available to students of the University. It does not discriminate because of age, race, color, religious belief, national or ethnic origin or marital or parental status in administration of its admissions policies, educational policies, scholarship and loan programs, athletic programs, or any of the academic or non-academic programs administered by any division of the University. Suffolk University does not discriminate on the basis of sex in violation of Title IX of the Educational Amendments of 1973, or any of the regulations specified in these Amendments, in the academic or non-academic programs which it offers. The University does not discriminate on the basis of handicap in violation of Section 504 of the Rehabilitation Act of 1973, or the regulations it specifies, in admission or access to its programs and activities. Inquiries concerning Title IX and other federal and state non-discrimination legislation may be referred to the Personnel and Equal Employment Opportunity Office, 11 Beacon Street, 11th floor. Inquiries regarding Section 504 of the Rehabilitation Act may be directed to the Dean of Students who is the University Coordinator.

Rights and Privacy (Buckley Amendment)
In keeping with provisions of the Family Educational Rights and Privacy Act of 1974 (P.L. 93-380) as amended (P.L. 93-568), also known as the Buckley Amendment, Suffolk University will provide eligible students or their parents with the opportunity to review the student's education records, to seek corrections of information contained in those records, and to limit disclosure of information from those records. The University is required to give students or their parents annual written notice of these rights and the right to file complaints with HEW concerning alleged failures by the institution to comply with the requirements of the Act. A written policy governing institutional record keeping is on file at the Registrar's Office.

The provisions on privacy are affected by Section 510 of the Veterans Education and Employment Act of 1976 (P.L. 94-52) which provides that notwithstanding P.L. 93-568, records and accounts pertaining to veterans as well as those of other students shall be available for examination by government representatives. The exception is found in Title 38 of the U.S. Code, Section 1790(c).

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Enrollment

	Full Time	*Part Time*	*Total*	*Full Time Equivalent*
College of Liberal Arts and Sciences				
Undergraduate	1123	402	1525	1275
Graduate	13	101	114	49
	1136	503	*1639*	1324
School of Management				
Undergraduate	1279	618	1897	1509
MBA	53	605	658	239
MPA	34	137	171	81
Executive MBA	0	116	116	41
Executive MPA	0	7	7	2
Certificate Prog.	0	16	16	3
	1366	1499	*2865*	1875
Law School	976	723	1699	1456
Totals	3478	2725	*6203*	4655

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 49% in six years.

Degrees

College of Liberal Arts and Sciences

Undergraduate: B.A., B.S., B.S. in J., A.A., A.S., B.S. in G.S.

Day and Evening Divisions, Graduate: M.A., M.Ed., M.S. in B.Ed., M.S. in Counselor Ed., Certificate of Advanced Graduate Study

School of Law

Day and Evening Divisions: J.D., M.P.A./J.D.

School of Management

Undergraduate: B.S.B.A.

Graduate: M.B.A., M.P.A.

Postgraduate: Advanced Professional Certificate

Location

Beacon Hill, 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 Field Station.

Facilities

375,000 Square Feet
49 Classrooms
31 Laboratories
Law School Library
Sawyer Library
40-Acre R.S. Friedman Field Station
John P. Chase Computer Room

Libraries

Law Library	185,000 volumes
Sawyer Library	90,000 volumes
Microtexts	370,000 volumes
Museum of Afro-American History	2,500 volumes
Periodical Subscriptions	2,000 volumes

Faculty

	Full Time	*Part Time*
College of Liberal Arts and Sciences	100	67
School of Management	58	25
Law School	63	28

Finances

Endowment	$9,416,000
Plant Assets	28,216,000
Operating Budget	26,810,000

Tuition

College of Liberal Arts and Sciences	
Undergraduate	$5040
Graduate Education	$5610
School of Management	
Undergraduate	$5040
MBA	$6807
MPA	$6588
Executive MBA	$856 per 3 credit course
Executive MPA	$740 per 3 credit course
APC	$681 per 3 credit course
Law School	
Day	$6700
Evening	$5025

Financial Aid

Federal	$2,255,000
State	1,173,775
University	968,350
Other	4,447,125
Guaranteed Student Loans	9,200,000

Over 3,200 students receive some form of financial assistance — loans, work-study, or scholarships. Priority is given to needy students who file on time.

Athletics

Members of N.C.A.A., E.C.A.C., N.E.C.A.C., and M.A.I.A.W. Intercollegiate Competition for men in Baseball, Basketball, Cross-Country, Golf, Ice Hockey, Tennis.

Intercollegiate Competition for women in Basketball, Cross-Country and Tennis.

Intramural Competition in Basketball, Football, Flag Football, Softball, and Tennis

Club Sports: Soccer, Track & Field, Weight-lifting, and Wrestling.

Suffolk University

History Founded to overcome barriers of income and discrimination, Suffolk University has a proud history of enabling its students to become honored members of the academic community, the business world, and the professions of accounting, public service, health, law and the judiciary. In 1906, Gleason L. Archer, as a young man, had come to Boston from rural Maine to study law. He subsequently sought to provide an opportunity for other working students to study law. The response was enthusiastic, eventually prompting him to initiate other programs.

The College of Liberal Arts, founded in 1934, was one of the first institutions of higher education in New England at which a student could earn a Bachelor of Arts degree entirely through evening study. The study of sciences was strengthened after the Second World War. There are now sixteen academic departments in the College of Liberal Arts and Sciences offering over fifty programs of specialized study.

The School of Management was established to serve part-time undergraduate students in 1937. It expanded to include graduate study for business in 1948 and for public administration in 1973. An undergraduate major in computer information systems was developed in 1981. The School now provides a strong framework for business and government management in one of the most dynamic and competitive urban centers in the country.

In the recent decades, Suffolk University has continually updated and expanded its curriculum and buildings to fulfill its commitment to respond to the changing needs of students and to developments in various fields of study. Graduate programs were established in management and education. New fields of study have been added to keep pace with the changing requirements of the modern world and the emergence of new areas of knowledge. The Robert S. Friedman Field Station for teaching and research in marine biology and other disciplines was developed on forty acres fronting on Cobscook Bay in Edmunds, Maine.

Scholarship influences, and is influenced by, the world surrounding the University. Suffolk University is fortunate in its location: on Beacon Hill, near the State Capital, government agencies, the courts, and New England's medical, business and financial centers. These resources are utilized to provide internships, cooperative education assignments, observation sites and other forms of experiential learning and research. The many cultural attractions of Boston are readily available to students, and a public transportation system provides easy access to Boston's libraries, museums, and theaters.

Throughout its history, Suffolk University has sought to establish linkages with the business, public administration, and legal communities, which have responded generously with financial support, internships, cooperative education positions, research opportunities, adjunct faculty, professional advice and placements for graduates. This response has grown significantly in recent years as the quality of education offered to Suffolk University students becomes more widely known. With such encouragement and cooperation, Suffolk University envisions a future in which the University

extends its regional influence and, building on the heritage of Gleason Archer, embarks upon a course which will earn national reputation for the University, its students and alumni.

University Mission Suffolk University is an independent, coeducational institution located on Beacon Hill, in the heart of Boston, close to the centers of government and law, science and medicine, education and technology, commerce and culture. Under the policies established by its Board of Trustees, the University provides educational opportunities of high quality in order to assist a wide range of students to realize greater social, economic and professional opportunities.

Since its inception, Suffolk University's fundamental mission has been to respond to the evolving needs of society by providing an opportunity for motivated and capable students to obtain a quality education in a challenging yet supportive environment, at an affordable cost.

This mission also includes a commitment to public service, research and continuing education. In achieving its mission, the University places students at the center of its efforts and value structure, and emphasizes academic excellence through teaching based on the application of theory and research to practice. The University offers day and evening programs at both the graduate and undergraduate levels throughout the year.

The Law School, which confers the Juris Doctor degree, provides instruction of the highest quality in legal theory, process and practice, taking advantage of the urban setting to educate students from the northeastern United States and from across the nation.

The purpose of the College of Liberal Arts and Sciences is to provide a traditional liberal arts education with a professional component, one which is comprehensive and thorough, and prepares students to live enlightened and productive lives and to earn a living. The College offers liberal arts programs in the humanities and the natural and social sciences, including undergraduate career-related and professional tracks in each major as well as graduate programs in education.

The School of Management offers programs in management and public administration for the public, non-profit, and private sectors that develop ability in problem solving and decision-making in an organized setting.

As an independent, urban university accessible to people of varied ages and of all religious, ethnic, and socio-economic backgrounds, Suffolk University serves a metropolitan and, to a growing extent, regional and national clientele. The University provides academic services for people of various levels of preparation and ability, and programs of sufficient depth and academic quality as to challenge the most able.

University Goals In order to respond to the above mission, Suffolk University has formulated the following specific goals toward which the efforts of all divisions of the University are directed. Additional statements of goals appropriate to the various schools of the University are published in their respective bulletins.

- *Prepare educated men and women for professions such as business, industry, government, law, education, journalism, social work, science and technology.*
- *Meet local needs for providing continuing education programs for adults, by serving as a cultural center for the community, by providing training manpower for employers, and by facilitating student involvement in community service activities.*
- *Improve the University's ability to serve economically disadvantaged students by improving services in admissions, financial aid, advising, counseling, career planning, and placement.*
- *Provide the necessary financial and physical resources for program support through improved development and fund-raising.*

• *Contribute to the solution of social, economic, and political problems facing greater Boston, the Commonwealth of Massachusetts, the United States, and the international community.*

Accreditations Suffolk University is accredited by the New England Association of Schools and Colleges, Inc., the American Chemical Society, the American Bar Association, the Association of American Law Schools.

Specified programs in Education have been approved by the State Department of Education for inclusion in the reciprocity privileges of the Interstate Certification Compact. The University Counseling Center is accredited by the International Association of Counseling Centers.

The Suffolk University M.P.A. Program is on the Roster of National Association of Schools of Public Affairs and Administration Programs found to be in substantial conformity with standards established for professional master's degrees in public affairs and administration.

Memberships and Affiliations Suffolk University holds memberships in the American Association of Colleges for Teacher Education, American Assembly of Collegiate Schools of Business, American Bar Association (ABA), American College Personnel Association, American Council on Education, American Library Association, American Society for Information Science, Association for Continuing Higher Education, Association of American Law Schools (AALS), Association of Governing Boards (AGB), Association of Independent Colleges and Universities of Massachusetts (AICUM), Boston Athenaeum, Boston Museum of Science, College Entrance Examination Board, College Scholarship Service, Inc., Cooperative Education Association, Fenway Library Consortium, International Association of Counseling Services, Massachusetts Bay Marine Studies Consortium, Inc., Massachusetts Marine Educators, Inc., National Association for Campus Activities, New England Aquarium, North American Association of Summer Sessions, Ocean Research and Education Society, Special Libraries, The Communications Consortiums, Inc., United States Association of Evening Students, WGBH Educational Foundation.

School of Management

School of Management Objectives

The following statement reflects current objectives of the School of Management, and are additional to those stated for the University on previous pages.

The School of Management at Suffolk University emphasizes pragmatic management education for working and preprofessional people. The School expects that most students will have on-going commitments which will complement their educational commitment.

The School seeks to serve New England business and government primarily from its Beacon Hill location, but may develop participation in the broader educational network serving business, governmental and other non-profit groups.

The School supports faculty and students in maintaining close ties with business, government, academic and professional organizations to insure that teaching, public service and research are organized to meet the expectations of students, employers, alumni and the general public.

Undergraduate Admissions

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 succesful high school college preparatory program. Consideration is given to class rank, recommendation of the high school counselor, the College Board scores, and other pertinent information. It is recommended that all candidates complete the following: 4 units of English, 3 units of Mathematics (Algebra I, Algebra II, Geometry), 2 units of Science (at least 1 unit of Lab Science), 2 units of Language, 1 unit of American History, and 4 units distributed among other college preparatory electives. Suffolk University uses rolling admissions, notifying the student of the Admissions Committee's decision soon after the application file is complete. 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 be earned at Suffolk.

In general, credit is awarded for grades of "C–" or higher.

Requirements for specific degrees are listed by major in the section which describes Undergraduate Degree Programs, pp. 35-55.

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. Freshman and sophomore 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.

For transfer students in the College of Liberal Arts and Sciences, courses taken at regionally accredited two-year and four-year colleges with appropriate grades are generally transferable providing that such courses are equivalent to those offered at Suffolk University.

Admissions counselors are available to discuss transfer credit, 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 the major department for subsequent academic advice.

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

1. College-Level Subject Examinations administered by the College Board, Princeton, New Jersey (CLEP).
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 this Bulletin for admission information, pp. 58-81.

Advanced Placement 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, students 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.

Communications Process Selected freshman students will be required to take Writing Skills ENG 001 and Communication Process ENG 002 (3 semester hours of credit each). These courses have been developed in an effort to help students improve their study and verbal skills so that they will more effectively realize their academic potentials while at Suffolk University. Students who wish to select these courses may make an appointment for an English consultation by contacting the Office of Developmental English Programs.

Part-Time Students Part-time applicants for degree status are expected to meet the same requirements as full-time 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 $20 application fee is charged.

Non-Degree Students *Non-degree students must comply with the same academic policies, rules and regulations governing matriculated students.* Non-degree students may request an advisor from the School of Management Advising Office. 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 non-degree undergraduate students who wish to apply for degree matriculating status may do so anytime before 30 hours of course work are completed. All non-degree students, with the exception of senior citizens, must apply for degree matriculating status when 30 hours of course work are successfully completed.

International Students A special information sheet is available for undergraduate international students. For the Fall Semester an application and all required credentials must be received by Suffolk University by the deadline date of June 15th.

International students applying for the Spring Semester must submit their applications and all *required credentials* by the deadline date of November 15th.

The University is authorized under Federal Law to enroll nonimmigrant alien students.

Undergraduate students may be required to take ENG 003 - English as a Second Language, prior to taking ENG 101 or 102, 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 University Students re-entering Suffolk University after an absence of one semester or more should request a special re-entry form from the Admissions Office. Students seeking readmission after 12 months will be readmitted under the current curriculum. Reentry is on a space available basis.

Notification of Acceptance Applicants are notified of the Admissions Committee decision as soon as all required credentials are received.

Housing Although Suffolk University does not have dormitories, information about private dormitories and other housing is available from the Admissions Office. Students are encouraged to contact these offices early in the spring to ensure the availability of good housing near the University.

Admissions Information Applications for admission may be obtained by writing to the Admissions Office, 8 Ashburton Place, Boston, Massachusetts 02108. The Admissions Office is open Monday through Friday, 8:45 a.m. to 4:45 p.m. Evening appointments must be scheduled in advance. Telephone: (617) 723-2945.

Finances and Student Aid

Financial Information

Tuition

Tuition charges are based on (1) the number of courses carried and on (2) whether the student is in the undergraduate or graduate program. A full-time course load consists of 12-15 semester credit hours per term, day or evening and 16th or 17th credit hour allowed as Labs only.

Full-Time Course Load

Undergraduate	$5040 per year $2520 per semester
Graduate MPA	$6588 per year $3294 per semester
Graduate MBA	$6807 per year $3403.50 per semester
Graduate MED	$5610 per year $2805 per semester
Excess Courses:	$ 168 per semester hour — undergraduate $ 220 per semester hour — graduate MPA $ 227 per semester hour — graduate MBA $ 187 per semester hour — graduate MED

Part-Time (1 to 3 courses per term — 11 semester hours maximum), extension and summer courses

Undergraduate	$429 per 3 credit course $143 per semester hour
Graduate — MPA	$660 per 3 credit course $220 per semester hour
Graduate MBA	$681 per 3 credit course $227 per semester hour
Graduate MED	$561 per 3 credit course $187 per semester hour
Executive MBA	$856 per 3 credit course
Executive MPA	$740 per 3 credit course
APC	$681 per 3 credit course

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 for the full semester, even though in approved emergencies the student's liability may be reduced as described on page 12.

There are two payment plans available:

Plan 1: *One payment* of all charges (for full semester) at time of registration for each semester.

Plan 2: *Two payments* — one half at time of registration; one half in sixty days.

A service charge of $10 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. Collection agency costs or attorney fees will be added to delinquent accounts if necessary.

The University accepts the use of Master Card and VISA for the payment of tuition and fees in excess of $50.

The Student Accounts Office mails materials outlining the installment plans the University offers for the payment of tuition.

Students who plan to borrow money from banks or elsewhere for their college costs are urged to submit their applications early enough to meet these payment due dates. Funds not received by these due dates will be assessed a $10 deferred payment charge.

Summer Session Tuition The 1985 Summer Session rate will be: (3 semester hour courses)

Undergraduate	$384 per course
MPA	$540 per course
MBA	$558 per course
MED	$510 per course

Tuition Liability Students who are obligated to withdraw from the University or 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)

Withdrawal Notice or Drop Form Filed and Approved:	**Student is Liable for:**
Prior to start of class	0%
Within two weeks from start of classes	20%
Within three weeks from start of classes	50%
Within four weeks from start of classes	75%
After four weeks from start of classes	100%

Executive MBA Program

Withdrawal Notice or Drop Form Filed and Approved:	**Student is Liable for:**
Through the first week of classes	0%
Through the third week of classes	50%

No refund after the third week of classes.

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 Registrar's Office. *Non-attendance does not constitute official withdrawal.* The Summer Session tuition liability is published separately.

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

Fees

Application Fee (non-refundable)	$ 20
Tuition Deposit (full-time applicants only, non-refundable)	100
Deferred Tuition (service charge for installment payments)	10
Late Registration (first two weeks)	25
Late Registration (after first two weeks)	50
Tuition Surcharge (per semester for each laboratory course designated with an "L" or "F" in the course title)	30
Change of Course (charged after second week)	10
SCUBA	183
Make-up Examination (per examination) — petition Dean of Students	10

Transcripts (first copy free, $1.00 per second copy, and $.50 per additional copy made at the same time)	1
Petition for Readmission (students dropped for academic or other reason)	15
Graduation Fee — June graduation and commencement	25
January and September graduation	8
Student Activities Fee (per semester) —	
Full-time undergraduate	25
Full-time graduate	5
Part-time undergraduate and graduate (except MBA)	5
All MBA	10

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 the 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 $25.00 is charged to any student who registers during the first two weeks of classes and a $50.00 fee will be charged after the start of the second two weeks of classes.

Office of Financial Aid

General Information Throughout the history of Suffolk University, it has been general policy to encourage and foster education for students of limited means. Commitment to the goal of keeping higher education affordable is apparent in the University's policy of maintaining tuition costs substantially below those of other private institutions of higher learning in the New England area. Even so, university study represents a significant financial burden for many families. Several financial aid programs have been established to help alleviate this burden.

There are four main sources of financial aid: the federal government, the state government, the university, and private sources. Federal programs include grants, low interest loans, and a work-study program. The Commonwealth of Massachusetts awards grants to state residents who demonstrate financial need. In addition, the state government has established need-based loan and employment programs. The university and private agencies/organizations award scholarships and grants to needy students.

Financial awards are made to assist students in financing the cost of education when their personal and family resources are not sufficient. The difference between the total cost of education and the total possible family contribution is expressed as the financial need. In general, higher family incomes require greater expected contributions to university costs. Particular family circum-

stances and student summer and/or part-time earnings also have a bearing on financial need. As a member of The College Scholarship Service (CSS), Suffolk University adheres to the principle that the total amount of financial assistance shall not exceed the student's demonstrated financial need.

Any undergraduate or graduate student enrolled in a degree program of at least six semester hours of credit may apply for financial aid consideration. Some awards are limited to students enrolled full-time. A student must also be in good academic standing, must be making satisfactory progress, and must be a citizen or national of the United States. All undergraduate aid applicants are expected to file PELL Grant and state scholarship applications.

Financial aid awards usually are granted for an academic year of study, September through May. One-half of the amount of aid granted will be credited to the student's tuition account in the fall semester and one-half in the spring semester. Awards are usually offered as a "package," i.e., some combination of the three kinds of aid (grants, loans, and employment).

Employer Support Many students receive direct tuition assistance from their employer as an employment benefit.

Loans

Guaranteed Student Loan Program

The Guaranteed Student Loan Program (GSLP) enables students to borrow from commercial lenders in order to finance their educational expenses. While the majority of these loans are made by banks and other financial institutions, they are guaranteed by a state agency and insured by the federal government.

Academic year limits and total aggregate limits are established as follows:

Category	*Annual Loan Limits*	*Aggregate Loan Limits*
Undergraduate	$2500	$12,500
Graduate	$5000	$25,000

The aggregate amount for graduate students includes loans obtained at the undergraduate level.

Effective with the passage of the Higher Education Amendment Act of 1980, the interest rate ranges from 7 percent to 9 percent. Students whose loans carry an 8 or 9 percent interest rate will be granted a 6 month grace period; that is, loan repayment does not begin until 6 months after graduation, after withdrawal, or after attendance status becomes less than half-time.

Deferment of repayment of principal is allowed during any period in which the borrower is pursuing a full-time course of study and up to three years in which the borrower is a member on active duty in the Armed Forces of the United States or a volunteer under the Peace Corps Act. While the borrower is in school, in grace period, or in deferment status, the interest is paid by the federal government.

Prior to completion of the bank loan application, the student applicant must have a Suffolk University Loan application and financial aid transcript(s) from previous institutions on file.

Parent Loans for Undergraduate Students (PLUS) This federal loan program was established on January 1, 1981 for parents of undergraduate dependent students. The maximum amount a parent may borrow for any one student in any academic year is $3000 at 12 percent interest. The aggregate loan amount for each student is $15,000. Repayment is required to begin within 60 days after disbursement, and there is no in-school federal interest subsidy on these loans.

Parents may obtain application forms at any bank or financial institution that participates in this program. General application procedures are the same as those outlined under the Guaranteed Student Loan Program.

National Direct Student Loan Program (NDSL) The National Direct Student Loan (NDSL) Program is directly administered and awarded by the Office of Financial Aid as part of the Federal Campus-Based Aid Programs. Generally an NDSL loan is awarded to a student as part of a total aid package.

The current interest rate for a National Direct Student Loan is 5%. No interest is charged for these loans until repayment begins. Repayment is required to begin 6 months after a student ceases to be at least a half-time student due to graduation, withdrawal, or less than half-time attendance. Details on repayment schedules are set up by the Accounting Office.

These loans are need-based and cannot exceed the following limits: Undergraduate: Combined total of not more than $3000 during the first two years of study and not more than $6000 during undergraduate career.

Graduate: Combined total of not more than $12,000 for undergraduate and graduate studies.

Cancellation of an NDSL loan is allowed under certain conditions, i.e. teaching emotionally, economically, and mentally handicapped students; death; or permanent disability.

Scholarships/Grants

Pell Grant (formerly Basic Educational Opportunity Grant — BEOG) This federal grant, renamed PELL Grant after Senator Claiborne Pell, is designed to assist undergraduate students. The actual amount a student receives depends on the financial information reported on his/her application and 1) full-time or part-time status, 2) length of enrollment during the academic year, 3) the cost of education. A student applies for this grant by completing the Financial Aid Form (FAF) of the College Scholarship Service and by checking Box 1 in item #43 on this same form. Four to six weeks after the student submits the application, he/she will receive direct notification from the Pell Grant Program Office. The Student Aid Report will indicate whether or not the student qualifies, and will estimate the award amount.

Massachusetts State Scholarship Program Full-time undergraduate students who are legal residents of the Commonwealth of Massachusetts are eligible for Massachusetts State Scholarship consideration. This scholarship is awarded directly to students by the Massachusetts State Scholarship Office. State Grants range to $1320.

The application procedure consists of completion of the Financial Aid Form (FAF). The applicant should check the appropriate box on line 44 and complete question 73. Applicants must file the FAF by March 1 of the preceding academic year.

Other Scholarships/Grants Other major scholarship/grant programs include the Supplemental Educational Opportunity Grant (SEOG), Gilbert Matching State Grant, the Trustee Scholarship (Suffolk University), Graduate Grant and the Adult Learner's Grant. For information on ROTC remuneration and scholarships, refer to the Military Science section of the College of Liberal Arts and Sciences Bulletin.

Suffolk University Scholarships

The James and Joan Bristol Scholarship is available to junior accounting students who demonstrate academic promise, scholastic achievement and potential in their future profession.

The Nelson G. and Mary G. Burke Scholarship is available to residents of Rhode Island with demonstrated need.

The Agnes Driscoll Scholarship is a need and merit based award available to members of the sophomore, junior and senior classes.

The Thomas Fulham Scholarship, a merit scholarship, is awarded solely on the basis of academic promise and scholastic achievement to entering freshmen.

The Inner City Scholarship was established to assist needy students from Roxbury, Dorchester or South Boston.

The George C. Seybolt Scholarship is a full tuition scholarship available to students with demonstrated need.

The Henry Warren Benevolent Fund was established to assist needy students from the Ashland area.

Further information on these and other scholarship programs can be obtained through the office of Financial Aid. For information on ROTC remuneration and scholarship, refer to the Military Science section of this Bulletin.

Employment

College Work Study Program (CWSP) and Massachusetts Educational Program (MEEP) These programs provide student employment opportunities either on the university campus or with various non-profit off-campus organizations/agencies. Some of these job opportunities provide work experience related to the student's educational objective. The earnings from the work position are intended to defray direct and indirect educational expenses.

College Work Study and Massachusetts Educational Employment funds are available to undergraduate and graduate students in good academic standing, making satisfactory progress, who have demonstrated financial need. Students interested in employment through CWSP or MEEP are required to submit an application for financial aid.

Student Expense Budget for 1985-86
Dependent Full-Time Students

	Under-Graduate	MBA	MPA
Tuition	$5040	$ 6807	$ 6588
Fees	50	20	10
Room and Board	1100	1100	1100
Books and Supplies	350	350	350
Medical	500	300	500
Clothing and Personal	1000	500	1000
Meals on Campus	900	1000	700
Transportation	700	700	900
	$9640	$10,777	$11,148

Confidentiality All information provided to the Office of Financial Aid is regarded as confidential and cannot be released without the expressed written consent of the student applicant.

Location The Office of Financial Aid is located on the 8th floor of the Sawyer Building. The telephone number is (617) 723-2937.

Hours 8:45 a.m. to 4:45 p.m. — Monday through Friday. Evening appointments are available by request.

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

Deadlines *MARCH 1* — Application for student financial assistance must be submitted to the Office of Financial Aid. A complete application includes filing of the Financial Aid Form (FAF) of the College Scholarship Service, Suffolk University Aid Application and official statements of income (i.e., tax return copy).

NOVEMBER 8 — Spring review and January transfer applications are due.

MARCH 1 — Summer application and other supporting documents are due.

Student Services and Activities

Accounting Lab The Accounting Lab provides tutorial assistance to all students enrolled in any accounting courses. At the beginning of each semester the schedule of days and hours of operation is posted on the sixth floor of the Sawyer Building, and also announced in Accounting classes.

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.

Students are encouraged to discuss academic affairs and interests with members of the faculty whose interests overlap their own. The deans and administrators 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 and the University Counseling Center. 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. The Learning Resource Center can help students develop effective study and time management skills.

A faculty advisor is assigned to each undergraduate student according to the intended major area of study. Advisor assignments are posted in the Faculty Resource Unit, 6th floor, and at the Receptionist's desk in the Dean's Office, 5th floor, Sawyer Building. Faculty advisors and cooperating administrators of Suffolk University are dedicated to promoting the educational development of School of Management students from entry to graduation. Advisors are prepared to assist students with academic, career, and personal concerns. During registration periods students need to consult their advisors in order to have their programs reviewed, and registration forms approved and signed. Students are encouraged to meet regularly with their advisors throughout the year, to discuss their academic program and progress. Advisors' office hours are posted on the Bulletin Board at the receptionist window on the 6th floor of the Sawyer Building, and also on faculty office doors. Students, as well as advisors, are responsible for being informed about course, program, and degree requirements, and academic regulations. In the case of a change of major, students need to inform the Registrar's Office and fill out a Request for Academic Advisor form which can be obtained from the Director of Advising in Sawyer Building, room 550.

Advisors available to graduate students include chairpersons of the departments, all faculty members, the Director of the Executive Programs, staff of the Graduate Admissions Office, and the Director of Advising. Please refer to the section on Graduate Degree Programs for a further discussion of Graduate Advising.

An Officer of the Day and Evening is available in the School of Management anytime when classes are in session to handle student concerns. The University provides many resources to students to support their academic and personal growth. It is in the student's best interest to become familiar with the University offices and departments that offer academic and personal support.

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.

Archives The University Archives collect materials documenting the history and activities of Suffolk University, including yearbooks, catalogs, newspapers, administrative documents, photographs and memorabilia. The Archives are located within the Mildred F. Sawyer Library.

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 The Campus Ministry Office is a place where people can drop by for discussion or direction. The Office also provides programs in which contemporary concerns are presented from a religious perspective. Campus ministers are also available for liturgical services and counseling to students, faculty and staff. The Office is located in the Ridgeway Student Center, room 22.

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. Services also include information concerning the job market, occupational trends, and wage and salary fluctuations.

Located within the Center is a Career Placement Library which contains descriptive information on companies and governmental agencies which hire at the baccalaureate and graduate level. 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 Sawyer Building and is open from 8:45-4:45. During the academic year hours are extended to 7:30 p.m., Tuesday, Wednesday, and Thursday evenings. Individual appointments with a professional can be scheduled during these hours. Visit the Center or call Extension 480 for more information.

Collection of Afro-American Literature In 1971 Suffolk University and the Museum of Afro-American History established a Collection of Afro-American Literature. In 1981 the newly established Boston African American National Historic Site, under the auspices of the National Park Service, joined the project. The Collection includes poetry, drama, fiction, and non-fiction prose of important black American writers from the eighteenth century to the present in both book and periodical form. It contains related critical, historical, biographical, and bibliographical works by writers of all races. Of special interest is the Collection of Afro-American writers associated with New England. Housed in the University's Sawyer Library, the Collection

serves as the nucleus for the permanent center in Boston for students and visitors to study and enjoy Afro-American Literature.

Computer Resources The Office of Academic Computing at the School of Management provides hardware, software and support services to students and faculty. Hardware resources include access to one of the two PRIME 9950 computers on-site at the University. Computer access by the School of Mangement is through the use of terminals available in the John P. Chase Computer Room, or using one of the terminals available in the Archer or John E. Fenton buildings.

Over 60 terminals are available. Computer access is also available from faculty offices, various special purpose resource areas, and by phone. Hardware resources include a cluster of microcomputers, including IBM PC, and COMPAQ. Programming languages running on the PRIME 9950 include BASIC, COBOL, C, FORTRAN, PASCAL, and PL/I. Applications software includes: IFPS (Financial Planning), Investment Analysis, Linear Programming, The Business Policy Game, MINITAB, MODEL, the Sales Management Game, SPSSX, TSP and other business software. Data files including Value Line are available for research. For word processing, Dec Mate II's are available for student use in Sawyer Library. Microcomputer software available includes MULTIPLAN, LOTUS 1-2-3, dBASEII $ III, SYMPHONY, FINANCIAL XCHANGE, the HUMAN EDGE and PERFECT families of software, and a number of other programs and tutorials. Support services include educational seminars, training/support, on-line documentation, and one-on-one consulting on the use of resources by the Director's staff and a sizable staff of student assistants. Access to the microcomputer laboratory is scheduled anew each term. Access to the PRIME is seven days a week.

Additional resources available for faculty include access to an Office Automation System (OAS) on a PRIME 750 computer dedicated to word processing and electronic mail for the university faculty and staff. Word processing is also available on a WANG OIS 105 system and a PRIME producer 100 workstations. The workstations have spreadsheet capabilities as well.

The Suffolk University School of Management strongly recommends that all students have access to a microcomputer with word processing and spreadsheet capabilities. The preferred system will have database and communications features as well. Microcomputers are being required increasingly for course work, and students who do not have access can use the limited microcomputer facilities on campus. Several local stores offer discounts on hardware and software to Suffolk University students. Orientations on equipment selection are scheduled to assist students in choosing a system.

Course Numbering System Course numbers read as follows:

000-099	Developmental Programs (see advisor)
100-199	Introductory Level
200-299	Intermediate Level (prerequisite may be required)
300-499	Intermediate and Advanced Level (prerequisite may be required)
500-599	May be taken by both Undergraduates and Graduates (faculty permission required)
600-699	Graduate Courses (see advisor)
700-899	General Course
900-999	Advanced Level (faculty permission required)

Course numbers ending in "0" are given without credit. Course numbers ending in a one or a two are parts of a two-semester sequence, with part one normally completed before part two is undertaken. Letter prefixes indicate: (F) extra fee assessed, (L) lab fee assessed, (X) no lab fee assessed, and (H) honors course.

Health Center The University's Health Service Department has the responsibility for providing emergency and primary care as well as health counseling to members of the University's administration, faculty, staff, and student body.

Services include: routine medical care and treatment, referrals to appropriate medical facilities, hypertension screening and follow-up, venereal disease evaluation and referral, health education programs including weight maintenance and fitness, and sports physical examinations.

These services are provided daily by a part-time medical doctor and two registered nurses.

All accidents or injuries occurring on University property as well as any student contracting or exposed to communicable disease should immediately contact the Health ServIt is located on the first floor of the Fenton Building, Room 104. (Telephone extension 260).

Instructional Media Center The Instructional Media Center provides media services to the University Community. There are two services available for direct student use, the Walk-In Production Center and the Instructional Television Viewing Room. The Walk-In Production Center is located in Sawyer 908. It is a graphic production facility where students can produce overhead transparencies, posters and a variety of other graphic support materials. Equipment use is free of charge; however, there is a small fee for materials. Please call ext. 484 for hours and additional information. The Instructional Television Viewing Room is located in Donahue Room 215. Students can view ¾″ or ½″ videotapes. There is no charge for this service. Please call ext. 168 for hours.

International Student Advisor The Student Activities Office is prepared to assist international students in official relations with a student's home government and/or the United States government. If further assistance in this area is needed, the International Student Advisor should be contacted. For assistance of an academic or personal nature, the international student should feel free to see any faculty member, the International Student Advisor, the Director of Advising, the Dean of Students, or the Student Activities Office, the University Counseling Center or the Learning Resource Center.

The Learning Resource Center The Learning Resource Center exists to help students become efficient, independent learners. Staff members work with students individually or in small groups in the instruction of academic skills related to success in college. These academic skills include:

- text study strategies
- listening and note-taking
- critical thinking
- problem-solving
- exam preparation
- time management

Learning Resource Center peer tutors assist students in applying learning and study skills to coursework.

The Learning Resource Center houses an extensive collection of self-study resource materials. These resources for learning study skills and subject area skills can be found in audio/visual programs, print material, or computer-assisted instruction.

The Learning Resource Center is located in the Archer Building, Room 331, on the corner of Derne and Temple Streets. The Center is open 9:00 a.m. to 4:30 p.m., Monday through Friday and evenings as posted each semester. The Center is open to all Suffolk University students. For further information stop by the Center or call 723-4700, X235.

Math Clinic Students needing assistance with math courses should make arrangements through the Mathematics Department (Archer 324).

The Mildred F. Sawyer Library occupies the first two floors below street level of the Frank Sawyer Building at 8 Ashburton Place. It contains a collection of 90,000 volumes, more than 1,300 current periodicals, and 10,000 microfilm reels and 70,000 microfiches together with reader/printers. There are special collections on the microfiche of statistical publications, on the history of American business and of 19th century Americana, as well as the Collection of Afro-American Literature and the Irving Zieman Collection of rare literary editions.

The Sawyer Library contains a wide variety of study seats on all four floors, three rooms for group study, and a browsing area where current newspapers, magazines, and "best seller" books may be found. Also provided are coin-operated photocopying machines, coin-operated word processors and typewriters.

A major strength of the Sawyer Library is its Reference Service. The Reference area contains a strong collection of special encyclopedias, directories, indexing and abstracting services, and business services. In addition, there are useful collections of corporate annual reports, newsletters, publications of major business associations, and information about Massachusetts and Boston. Reference librarians, who are available during the day, evening and weekend hours of the library, provide assistance to individual students and classes in the use of the library's collections. They also provide computer access to many national bibliographic data bases and library holdings throughout the country.

Important additional library resources are available to students among the many libraries in Boston. The Sawyer Library is a member of the eleven library Fenway Library Consortium. It provides special information concerning a number of banking, insurance, governmental, business, and association 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 Sawyer Library systematically collects information about these resources, making it the place-to-start for any research assignment.

The library is open during the regular school term from 8:00 a.m. to 11:00 p.m. Monday through Thursday, 8:00 a.m. to 9:00 p.m. on Friday, from 10:00 a.m. to 6:00 p.m. on Saturday, and on Sunday from 1:00 p.m. to 10:00 p.m. The library is closed on holidays, and also on Sundays during the Summer Session.

Minority Student Support The Assistant to the President and Director of Minority Affairs, in addition to other duties serves as a counselor, a resource and an advocate for American Minority students in the areas of personal problems, adjusting issues, academic advice and career planning.

The Office of the Assistant to the President and Director of Minority Affairs is located in the Archer Building.

New Directions New Directions is a student-run information, peer counseling, and referral center for the Suffolk University community.

Volunteer staff learn basic helping skills to provide a peer counseling resource on campus where students can help students. New Directions' aim is to respond to the needs of any person who contacts the office. The staff emphasizes that the New Directions office is a place to come and talk, as well as to give and receive information and services. The staff is available to discuss, plan, and channel student-initiated ideas within the University.

New Directions maintains a library of materials on subjects ranging from drugs, alcoholism, and birth control to consumer protection, gay resources, 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.

The office is located in Room 18 of the Ridgeway Student Center. (277-0276)

Robert S. Friedman Field Station
The Robert S. Friedman Field Station at 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. Classes and laboratory facilities support the instructional programs supplemented by a circulating seawater system and collecting boats.

Tutorial Program in English The English Department offers a peer tutorial program in writing skills, reading skills, and English as a Second Language. Students are referred by the Learning Resource Center or faculty to the Director of Developmental English, or students may make an appointment with the Director for assessment purposes. Undergraduate students with superior abilities in English serve as peer tutors.

University Bulletin Boards
All students are responsible for information posted on the official University Bulletin boards located in the Fenton and Sawyer Buildings.

University Counseling Centers
(Department of Psychological Services) The University Counseling Center assists students to function more effectively by helping them to define and achieve their personal and academic goals. Counseling Center facilities and programs are offered without charge to full- and part-time students, faculty, administration, and alumni. Owing to limited resources, it is not always possible to provide complete support services for special non-degree students. When appropriate, referrals will be made to individuals or agencies outside the University. Services include the following: (1) individual and group counseling related to personal concerns, academic adjustment and 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) experiential courses in Interpersonal Relations, Helping Skills, and Career Choices/Life Goals designed, and (5) individual and group consultations to help improve the learning environment at the University.

Strict confidentiality of records and counseling relationships is maintained at all times. No information concerning any person's counseling relationship shall be shared unless a written release is obtained from that person.

Counseling Center services are available Monday through Friday from 9:00 a.m. to 4:30 p.m., on Wednesday evenings from 4:30 to 7:00 p.m., and on other evenings by appointment. Appointments can be made in Archer 20 or by telephone (ext. 226).

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

Scholastic 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 Phi Sigma An affiliate organization of the Academy of Criminal Justice Sciences, Alpha Phi Sigma is the National Honor Society for students majoring in fields related to criminal justice sciences. To qualify for membership students must have 1) a cumulative grade point average of 3.0, 2) a 3.2 grade point average in criminal justice courses, 3) complete at least one-third of the credit hours required for graduation, and 4) successfully complete at least four courses in the criminal justice field. The Suffolk University chapter of Alpha Phi Sigma is a chapter-at-large.

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.

Delta Alpha Pi Society At the close of each term the deans and faculties of the Colleges select high standing junior or senior full-time 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 between 64 and 93 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 95 semester hours or more 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.

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 determined: 1) for juniors, by 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, by 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 the 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 who have achieved junior or senior class status, have successfully completed a minimum of four courses in philosophy averaging 3.3 or better, and have a minimum general cumulative average of 3.0.

Pi Alpha Alpha is the national honor society for public affairs and administration. Suffolk University, the founding member of Pi Alpha Alpha, has the distinction of being one of ten chapters specifically authorized to admit graduate students. Students in the M.P.A. program who have a minimum of 3.6, with at least 27 hours of graduate work in the Foundations program (or 18 in other M.P.A. programs) 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.

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 and a minimum 3.0 grade point average, 4) completion of at least five courses in psychology or completion of four courses and current enrollment in the fifth, and 5) attainment of at least 3.25 grade point average in all courses in psychology.

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

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 extra-curricular activities, citizenship and service to Suffolk University, and potential for further achievement. Both full- and part-time students are eligible for consideration. This honor is conferred by more than 1000 schools in all 50 states and the District of Columbia.

Honors in English Juniors and seniors of high scholastic achievement are selected by the English faculty 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 the accomplishment on their official record.

Honors in Humanities 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 extra-curricular activities.

Honors in Modern Language 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 School of Management 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.

Class	*Minimum Earned Credit Hours at Suffolk University*
Freshman	15
Sophomore	42
Junior	70
Senior	106

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.

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 the Student Activities Office offer many programs, activities and services. The co-curricular activities program is designed to develop and encourage personal growth in leadership, initiative, cooperation and sportsmanship.

Student Activities Office This office is a resource to student organizations and provides recreational opportunities for students. The Student Activities Office provides 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.

The following organizations are open to all students at Suffolk University. There are many other committees and University programs 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* or *After Five* (student handbooks), or the Directory of Clubs and Organizations.

Recognized Student Organizations and Athletic Opportunities

Accounting Club
Alpha Phi Omega (National Service Fraternity)
Alpha Sigma Lambda (Evening Division Honor Society)
American Chemical Society
American Marketing Association
Asian American Association
Athletics
  Varsity/intercollegiate
    basketball
    cross-country
    golf
    hockey
    soccer
    tennis
  Intramural
    basketball
    flag football
    handball
    softball
    squash
    weightlifting
    Clinics are held for tennis and self-defense. There is also a swimming program for women.
Beacon Yearbook
Black Students Association
Cheerleaders
Computer Information Systems Club
Council of Presidents
Delta Sigma Pi (Business Fraternity)
Dr. Martin Luther King, Jr. Society
Economics Club
Evening Division Student Association
Finance Club
Gamma Sigma Sigma (National Service Sorority)
Gold Key Honor Society
Hellenic Cultural Club
Hillel
Hispanic Students Association
History Society
Humanities Club
International Students Association
Italian American Club
Irish Cultural Club
Literary Society
Modern Language Club
MBA Association
New Directions
Newman Club
Outdoor Activities Club
Phi Alpha Tau (Communications Arts Fraternity)
Phi Chi Theta (Business Sorority)
Phi Sigma Sigma Sorority (Social)
Pre Law Association
Political Science Association
Program Board and Council (PBC)
Psychology Club
Public Administration Society
Sailing Club
Science Club
Ski Club
Society for the Advancement of Management (SAM)
Student Government Association (SGA)
Society of Physics Students
Suffolk Evening Voice
Suffolk Journal
Tau Kappa Epsilon
Track and Field Club
Venture Magazine
Walter M. Burse Debating Society
Women's Program Center
WSUB (Television)
WSFR (Radio)

Academic Regulations

Students are responsible for knowing, and will be held accountable for complying with, the academic regulations of the University.

A complete statement of regulations pertaining to both academic and non-academic student activities is available in *The Log*, and in *After Five*, publications of the Day and Evening Division Student Government Associations.

Registration Registration for students currently attending the University will be conducted by mail. Appropriate notice will be posted and published as to time and procedure.

The Admissions Office will notify newly accepted students as to time and place of their registration.

Registration Limits Except in special cases, registration is closed after the first full week in any semester. A late registration fee of twenty-five dollars will be required of students who are authorized to register after one full week of class, and fifty dollars after two full weeks.

Attendance Requirements for attendance are established by the instructors in all courses. Instructors are responsible for informing students of their policies and attitudes regarding attendance, at the beginning of each course. The student, when absent from class, has the responsibility of obtaining knowledge of materials covered in classes missed, especially information about announced tests, papers, or other assignments. While absence may adversely affect grades in courses when class 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 lectures, and films.

Change of Address Students are 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, a certified copy of the relevant documents must be submitted to the Registrar. Changes of address must be submitted to the Registrar within 48 hours of the effective date of the change.

Student Conduct Acceptable conduct is expected of Suffolk University students at all times. It is assumed that students will understand what generally constitutes acceptable conduct. Specific regulations governing all questions of conduct, and other policies and procedures governing student behavior and disciplinary measures are contained in the Joint Statement on Rights and Freedoms of Students. The Joint Statement can be found in *The Log* and in *After Five.*

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

Dismissal The University reserves the right to suspend, enforce the withdrawal of, or expel a student whose academic standing or conduct is in its judgement unsatisfactory, or who does not comply with the rules and regulations of 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.

Final Examinations Final examinations are required in all regular courses unless waived by the department chairperson and the Dean.

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. Permission to take a sixth course may be given only by the Director of Advising or designate. 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, non-degree students, or senior citizens who may carry reduced course loads at their own discretion.

Add/Drop or Change of Course 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. The form must be returned to the Registrar'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.

A $10 fee is charged for each course change after the first two weeks of a term. (See page 12 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 University two full semesters or more, provided that the cumulative honor point aver-

age 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 Director of Advising or designate. 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 Director of Advising or designate for permission to take a third course. Students whose average is 2.5 or better may carry three courses in each term.

Directed Study Undergraduate Directed Studies, 500 level courses, are available to seniors in good academic standing (juniors with strong records may also be eligible) only when a student's program merits the course, and it has the approval of the student's instructor, advisor, and department chairperson and Dean. Normally not more than two directed study courses may be attempted and these must be limited to a student's major field of study. The Directed Study must not duplicate course work in the student's curriculum.

Graduate Directed Study, 900 level courses, is available to graduate students as well. All particulars of these courses must be negotiated with the department chairperson, the faculty member involved, and the Dean's Office prior to registration.

Credits Earned at Other Summer Sessions Suffolk University students who wish to accelerate their programs by taking summer courses, with the exception of graduate students in the School of Management, *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 ensure 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. 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 University 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. Students are responsible for monitoring their academic standing. Should the cumulative grade point average subject a student to probation or dismissal, the student should consult with his/her advisor immediately.

Change of Major Students changing their major within the School of Management must: 1) complete a "Request for Academic Advisor" form available in the School of Management, Sawyer Building, Rm. 622 or 550, and 2) complete a "Change of Major" form which is available at the Registrar's Office. Students who desire to change from the College of Liberal Arts and Sciences to the School of Management must first be admitted to the School of Management by the Admissions Office. After admission is granted, steps 1 & 2 must be followed.

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.

Grading System Effective as of the Spring Semester of 1985, the following grading system will apply to all undergraduate students. (Guidelines for graduate students can be found on page 59.)

Letter Grade	*Honor Point Equivalent*
A	4.0
A–	3.7
B+	3.3
B	3.0
B–	2.7
C+	2.3
C	2.0
C–	1.7
D+	1.3
D	1.0
D–	0.7
F	0
AU	0

I Does not affect honor point average, but unless changed by the instructor to equivalent grade within one year, or at the end of the semester in which the course for which the student received an "I" is next offered (whichever is later), it is automatically converted to an "F".

L Does not affect honor point average

W Does not affect honor point average

P Does not affect honor point average

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

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

"C–", "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". *The "F" grade remains in the cumulative average even if the course is retaken.* "I" (Incomplete) indicates a failure to complete the course requirements. The "I" grade is given, at the instructor's discretion, only if the student has completed at least half of the course requirements at the end of the semester. *Unless an "I" grade is changed by the instructor to an evaluative grade within one year, or by the end of the semester in which the course for which the student received an "I" is next offered (whichever is later) it is automatically converted to an "F".*

Work may be made up for valid reasons (such as illness, etc.).

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 a student's name appears on a roster, but that student fails to appear in class or disappears 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, 1) 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, 2) 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 student's control. The legitimacy of such declarations

for cause will be determined by the Dean of Student's Office. Any reasons for cause must be documented, certified and submitted with the completed petition.

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

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).

An average of 2.0 (C) overall and in one's major is required for graduation. In some departments, a higher average is required in the major. Students are required to monitor their average in their major. Should a student receive less than a "C" in a major course, the student must make an appointment with his or her advisor to discuss the suitability of the major.

Students whose semester average drops below 2.0 (C) will receive a warning from the Undergraduate Admissions and Academic Standing Committee. The Committee may require students who have received warning notices to take reduced course loads.

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 3 semester hour courses per student. An exception may be made for Psychological Services PS 503 — 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 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.

Scholastic Honors

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 full-time student or at least three courses as a part-time 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.

Recognition Day Students who have excelled in a single academic field, or who otherwise have earned distinction through meaningful campus activities, are formally recognized in ceremonies held at the end of each Spring semester. Criteria for selection are diverse, according to the nature of the award. Further information is available in the Student Activities Office, and in the Scholarly Honors Section of this Bulletin, pp. 23-25.

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 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.

Leave of Absence A leave of absence from the School of Management may be granted for up to one year to a student in good academic standing (not subject to academic probation or dismissal). A student applying for a leave of absence must give a definite date for reregistration and must register within one year of the date of leaving the School. Only one leave of absence can be granted. Students on leave will be required to meet the degree requirements under which they were admitted. A leave of absence is granted through the Dean of Student's Office.

A student not returning for reregistration at the specified semester will be classified as an official withdrawal and must apply for readmission through the Admissions Office.

Registration materials can be forwarded to the student upon request by contacting the Registrar's Office in writing (by April 1 for the Fall term, by November 1 for the spring term, or by March 1 for the summer term). The address is Registrar, Suffolk University, 8 Ashburton Place, Boston, Massachusetts, 02108. After these dates, a student will be considered a late registrant and may register as such at the times announced in the Bulletin.

Academic Standing

Maximum Number of Credits Earned	*Subject to Probation*	*Subject to Dismissal*
Mid Freshman Year 1-16 credits earned	cumulative G.P.A.* below 1.79	cumulative G.P.A. below 1.65
End of Freshman Year 17-32 credits earned	cumulative G.P.A. below 1.79	cumulative G.P.A. below 1.70
Mid Sophomore Year 33-47 credits earned	cumulative G.P.A. below 1.89	cumulative G.P.A. below 1.85
End of Sophomore Year 48-62 credits earned	cumulative G.P.A. below 1.95	cumulative G.P.A. below 1.90
Mid Junior Year 63-77 credits earned	cumulative G.P.A. below 1.99	cumulative G.P.A. below 1.95
End of Junior Year 78-92 credits earned	—	cumulative G.P.A. below 1.99
Mid Senior Year 93-107 credits earned	—	cumulative G.P.A. below 2.00
End of Senior Year 108-122 and over	—	cumulative G.P.A. below 2.00

*G.P.A. — grade point average

Academic Probation Students subject to academic actions will be notified of their status by the Academic Standing Committee soon after grades have been reported. In almost all probation cases students' course loads are reduced. It is in a student's best interest to consult with an advisor about academic difficulty before receiving formal notification by the Committee. 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 Failure to achieve a satisfactory average, a student becomes eligible for suspension or dismissal from the University after review by the Academic Standing Committee.

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 full-time students who are required by the University to enroll in or complete English 001, English 002, English 003, or English 303 and do not do so may be dropped from the University.

Students are urged to monitor their academic progress and to seek timely assistance, if needed, after mid-term grades have been reported.

Petition for Re-Admission A student who has been dismissed may, as a matter of right, file a petition for re-admission with the Academic Standing Committee. This typewritten petition should contain a brief explanation of the cause of past academic difficulties encountered and indication of the corrective action that has been taken to prevent a reoccurrence of the scholastic failure.

Petitions should include a transcript of all interim college-level work attempted outside Suffolk University, if applicable. The filing deadline for petitioning for re-admission is 56 days prior to the beginning of classes in the semester of re-entry for the School of Management, and 15 days prior to the beginning of classes for the College of Liberal Arts and Sciences.

In general, the Undergraduate Academic Standing Committee of the School of Management requires that students who have been dismissed wait one semester before petitioning for re-entry.

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 Suffolk University insists upon the highest standards of academic integrity in all student work, both written and oral. Penalties for cheating and plagiarism are severe, including possible suspension or expulsion. A full discussion of the responsibilities of students in this matter can be found in the student *Log* and in *After Five.*

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. The last thirty hours in any bachelor's degree program must be earned at Suffolk University. 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. At any point in their studies, students should be concerned if their average drops below 2.0, and they should seek prompt assistance.

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 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 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 concerning the reason that requires withdrawal from college.

Auditing Students may audit a course for zero credit and receive no honor points; however, they must pay the same tuition as if taking the course for credit. It is the student's responsibility to inform the instructor that he/she is auditing the course during the first two weeks of classes. Under no circumstances may a student change from credit to audit or vice-versa after the first two weeks of classes. Any course which is audited will appear on the student's transcript with a grade of AU.

Undergraduate Degree Programs

Bachelors of Science in Business Administration

The School of Management offers a choice of five majors to full- and part-time students: Accounting, Computer Information Systems, Finance, Management, and Marketing.

The B.S.B.A. 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 administration. All students are provided a basic education in accounting, computer information systems, marketing, management, finance, and economics. By the junior year a major field of concentration is chosen which entails intense study of 18 credits. All major requirements must be completed in the School of Management.

A student will normally be recommended for the degree of Bachelor of Science in Business 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. Students are responsible for knowing and complying with specific degree requirements. Any exception to the program of study set forth herein must have written approval from the Dean's Office.

The School of Management offers a full complement of classes in the 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 full-time student will find that the early morning hours are preferable for classes, and late afternoon hours are often convenient for a part-time student. It is expected that full-time students will enroll primarily in day classes. The faculty and content for all day and evening courses are the same. Students are encouraged to take full advantage of the School of Management's variety of course time offerings.

Prerequisites The School's curriculum is designed to enable students to acquire knowledge and skills cumulatively, building from introductory material to more specialized or advanced study in areas of major concentration. Prerequisites have been established for courses which require prior preparation in order for students to benefit fully from the learning experience.

Students are responsible for taking courses in the prescribed sequence. This means that:

1. *All prerequisites must be satisfied;*
2. *Courses assigned to class year must be registered for accordingly. Undergraduate students must have satisfactorily completed 54 credits in order to register for an upper division course (SOM undergraduate courses numbered 310 or higher) for which they have the necessary prerequisites. However, students with 24 credits may register for 300, 400 level accounting courses if they have completed the necessary prerequisites.*

For further discussion of upper and lower division courses, please refer to Undergraduate Course Requirements, *pp. 38-50.*

Please note: *Students will not be permitted to register for courses unless all prerequisite requirements have been satisfied, including appropriate class standing. The registration process will include review of the transcript to validate prerequisites. NO exceptions will be allowed without approval from the Dean's Office. Students must have their transcripts on hand in order to obtain their advisor's signature on the registration form.*

Accounting

Courses	Prerequisites
ACT 212, Principles of Accounting II*	ACT 211, Principles of Accounting I
ACT 311, Managerial Accounting I	ACT 212, Principles of Accounting II
	Math 111, Finite Math
ACT 312, Managerial Accounting II	ACT 311, Managerial Accounting I
ACT 321, Intermediate Accounting I	ACT 212, Principles of Accounting II
ACT 322, Intermediate Accounting II	ACT 321, Intermediate Accounting I
ACT 331, Cost Accounting	ACT 212, Principles of Accounting II
ACT 332, Accounting Information Systems	ACT 331, Cost Accounting
ACT 410, Accounting Theory	ACT 322, Intermediate Accounting II
ACT 411, Advanced Accounting I	ACT 322, Intermediate Accounting II
ACT 412, Advanced Accounting II	ACT 322, Intermediate Accounting II
ACT 413, Auditing	ACT 322, Intermediate Accounting II
ACT 415, Institutional and Govtl. Acct.	ACT 322, Intermediate Accounting II
ACT 421, Taxation	ACT 322, Intermediate Accounting II
ACT 422, Advanced Taxation	ACT 212, Principles of Accounting II
	ACT 212, Principles of Accounting II
	ACT 212, Principles of Accounting II
	ACT 421, Taxation

**It is assumed that if ACT 212 is listed as a prerequisite for ACT 311, for example, then ACT 211 (which is a prerequisite for ACT 212) is also a prerequisite for ACT 311. Similarly, if FIN 310 is a prerequisite for FIN 319, for example, then the courses listed as prerequisites for FIN 310 are also prerequisites for FIN 319, etc.*

Computer Information Systems

Courses	Prerequisites
CIS 213, Bus. Programming w/COBOL	CIS 211, Introduction to Computer Information Systems
CIS 214, Advanced COBOL	CIS 213, Business Programming w/COBOL
CIS 313, Systems Analysis and Design	CIS 211, Introduction to Computer Information Systems
CIS 410, Management Information Systems	CIS 313, Systems Analysis and Design or instructor's consent
CIS 413, Information Systems Consulting Project	CIS 313, Systems Analysis and Design or instructor's consent
CIS 415, Packaged Software	CIS 211, Introduction to Computer Information Systems or instructor's consent
CIS 417, Computer Auditing & Control	CIS 313, Systems Analysis and Design or instructor's consent (must be taken senior year)
CIS 419, Special Topics in CIS	CIS 211, Introduction to Computer Information Systems and instructor's consent
CIS 420, Computer Simulation & Modeling	CIS 211, Introduction to Computer Information Systems
CIS 423, Data Base Management Systems	CMPSC 131, Computer Programming I
CIS 424, Managerial Applications of Microcomputers	CIS 214, Advanced COBOL CIS 313, Systems Analysis and Design or instructor's consent

Finance

Courses	Prerequisites
FIN 310, Business Finance	ACT 212, Principles of Accounting II EC 281, Principles of Economics I — Micro EC 282, Principles of Economics II — Macro MATH 113, Elementary Statistics or EC 291, Introduction to Statistics I
FIN 315, Principles of Investments	FIN 310, Business Finance
FIN 317, Real Estate	FIN 310, Business Finance
FIN 410, Analysis of Financial Statements	FIN 310, Business Finance
FIN 413, Investment Analysis & Portfolio Management	FIN 315, Principles of Investments
FIN 417, Multinational Financial Management	FIN 310, Business Finance
FIN 419, Problems of Managerial Finance	FIN 310, Business Finance, in addition to any two Finance electives. Must be taken during last year.
FIN 432, Financial Institutions	FIN 310, Business Finance

Management

Courses	Prerequisites
MGT 310, Principles of Management	ACT 212, Principles of Accounting II EC 281, Principles of Economics I — Micro EC 282, Principles of Economics II — Macro MATH 113, Elementary Statistics or EC 291, Introduction to Statistics I
MGT 313, Personnel Administration	MGT 310, Principles of Management
MGT 315, Materials Management	MGT 310, Principles of Management MKT 310, Principles of Marketing
MGT 317, Organizational Behavior	MGT 310, Principles of Management
MGT 319, Production & Operations Management	MGT 310, Principles of Management
MGT 320, Management of Small Business	MGT 310, Principles of Management MKT 310, Principles of Marketing
MGT 323, Labor Relations	MGT 310, Principles of Management
MGT 325, Career & Life Planning for Management	MGT 310, Principles of Management
MGT 326, Fundamentals of Entrepreneurship	MGT 310, Principles of Management
MGT 327, Starting New Ventures	MGT 310, Principles of Management MKT 310, Principles of Marketing
MGT 410, Quantitative Decision Making	MGT 310, Principles of Management MKT 310, Principles of Marketing MGT 310, Principles of Management EC 291, Introduction to Statistics I or MATH 113, Elementary Statistics
MGT 419, Problems of General Management (must be taken in senior year)	MGT 310, Principles of Management
MGT 429, Business Policy (must be taken in senior year)	FIN 310, Business Finance MKT 310, Principles of Marketing MGT 310, Principles of Management MGT 317, Organizational Behavior

Marketing

Courses	Prerequisites
MKT 310, Principles of Marketing	ACT 212, Principles of Accounting II EC 281, Principles of Economics I — Micro EC 282, Principles of Economics II — Macro EC 291, Introduction to Statistics I or MATH 113, Elementary Statistics
MKT 313, Sales Management	MKT 310, Principles of Marketing
MKT 315, Promotion Management	MKT 310, Principles of Marketing
MKT 317, Consumer Behavior	MKT 310, Principles of Marketing
MKT 319, Marketing Research	MKT 310, Principles of Marketing
MKT 321, Introduction to International Marketing	MKT 310, Principles of Marketing
MKT 419, Marketing Policies and Strategies	MKT 310, Principles of Marketing and two of the following three: MKT 313, MKT 317, MKT 319.

College of Liberal Arts and Sciences Prerequisites

Courses	Prerequisites
EC 281, Principles of Economics I — Micro	MATH 111, MATH 112, Finite Math I, II
EC 282, Principles of Economics II — Macro	EC 281, Principles of Economics I — Micro
EC 383, Money and Banking	EC 281, EC 282 Principles of Economics I, II — Micro and Macro
All Science courses, except Biology	MATH 111, MATH 112, Finite Math I, II

Accounting Major

The major in Accounting serves as entry preparation for professional accounting careers in public practice, business/industry, and government. Completion of the degree in Accounting meets the degree requirement to sit for the CPA examination in the Commonwealth of Massachusetts and states with similar requirements. Non-resident students should contact the State Society of CPA of their resident state to determine specific requirements. Students majoring in Accounting may also sit for the CMA (Certificate in Management Accounting) examination.

Students who wish to major in Accounting must complete 24 semester hours of course work specifically described in this bulletin. Principles of Accounting is a required course for all majors in Business Administration but may not be counted as part of the Accounting major. Transfer students who major in Accounting must complete 21 credit hours of Accounting at Suffolk University, unless equivalency can be established for certain accounting courses taken at other institutions. Such petitions need approval of the Chairperson of the Accounting Department and the Director of Advising or designate in the Dean's Office.

Sophomores may register for 300, 400 level accounting courses if they have completed the necessary prerequisites.

Accounting Curriculum Requirements

Freshman & Sophomore		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
Hum./Phil./Hist.	Language Option*	6
MA 111-112	Finite Math I-II	6
PSY 114, GVT 103, or SOC 112	General Psychology, American Government, or Introduction to Sociology	3
Liberal Arts Elective		3
Natural Science Option*		8
ACT 211-212	Principles of Accounting I-II	6
ENG 213 and ENG 214 or ENG 215	Literary Masters of England I, Literary Masters of England II or Literary Masters of America	6
CIS 211	Introduction to Computer Information Systems	3
EC 291 or MA 113	Introduction to Statistics I or Elementary Statistics	3
Free Elective		3
BLAW 213	Legal and Social Environment of Business	3
Liberal Arts Elective		3
EC 281-282	Principles of Economics I-II (micro-macro)	6

Junior & Senior		Sem. Hrs.
ACT 321-322	Intermediate Accounting I-II	6
ACT 331	Cost Accounting	3
ACT 332	Accounting Information Systems: Cost & Managerial Application	3
EC 383	Money and Banking	3
BLAW 214 or BLAW 315	Law of Contracts and Commercial Transactions or Law of Business Associations and Property	3
FIN 310	Business Finance	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
MGT 317	Organizational Behavior	3
GVT 337	Government Policy and Business	3
ACT 411-412	Advanced Accounting I-II	6
ACT 413	Auditing	3
ACT 421	Taxation	3
MGT 410	Quantitative Decision Making	3
MGT 429**	Business Policy	3
Business Elective		3
Free Elective		3
Total Semester Hours		122

**See pages 54-55 for electives and options offered by the College of Liberal Arts and Sciences.*
***Should be taken in the final year.*

Required Courses: (8)		**Sem. Hrs.**
Intermediate Accounting I-II	ACT 321-322	6
Cost Accounting	ACT 331	3
Accounting Information Systems: Cost & Managerial Application	ACT 332	3
Advanced Accounting I-II	ACT 411-412	6
Auditing	ACT 413	3
Taxation	ACT 421	3
Business Law — Part I	BLAW 214	3
Elective Courses:		
Accounting Theory	ACT 410	3
Advanced Taxation	ACT 422	3
Institutional and Governmental Accounting	ACT 415	3
Systems Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3

Accounting Courses

(Frequency and scheduling subject to change.)

Units of Credit
Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

ACT 211 — Principles of Accounting I.
Examines basic accounting theory and the application of theory to practice. Provides the necessary foundation for those who major in accounting as well as those concentrating in other areas of business. Emphasis is placed on the accounting cycle, periodic reporting and basic balance sheet accounts.

ACT 212 — Principles of Accounting II.
Prerequisite: ACT 211 — Principles of Accounting I.
A continuation of ACT 211 with emphasis on alternate business formations, corporate accounts, equity reporting, and dividend treatment. Analyzes cause of changes in liquidity and procedures for examining financial statements through margin analysis, and ratio analysis.

ACT 311 — Managerial Accounting I.
Prerequisite: ACT 211-212 — Principles of Accounting I & II, Math 111 — Finite Mathematics I.
A course designed for, and limited to, non-accounting majors. Surveys accounting principles from the viewpoint of management, income measurement, analysis and interpretation of internal and external accounting reports. Introduces systems of cost determination and various cost accounting terminologies. Accounting majors may not take this course for credit.

ACT 312 — Managerial Accounting II.
Prerequisite: ACT 311 — Managerial Accounting I.
A continuation of ACT 311, with emphasis on relevant costs and the contribution approach to evaluating management decisions. Explores cost analysis and capital budgeting using present value concepts.

ACT 321 — Intermediate Accounting I.
Prerequisite: ACT 212 — Principles of Accounting II.
A thorough and in-depth study of conceptual and technical aspects of financial accounting. Emphasis is placed on valuation and measurement problems in income determination and balance sheet presentation.

ACT 322 — Intermediate Accounting II.
Prerequisite: ACT 321 — Intermediate Accounting I.
A continuation of ACT 321. Emphasis on reporting and analysis of non-current assets, liabilities and stockholders' equity.

ACT 331 — Cost Accounting.
Prerequisite: ACT 212 — Principles of Accounting II.
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.

ACT 332 — Accounting Information Systems: Cost & Managerial Application.
Prerequisite: ACT 331 — Cost Accounting.
This course will review the alternative systems of internal cost recording and reporting for managerial planning and control purposes within the broader framework of accounting information systems. A continuation of ACT 331.

ACT 410 — Accounting Theory.
Prerequisite: ACT 322 — Intermediate Accounting II.
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 FASB's, Accounting Research and Terminology Bulletin, APB 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.

ACT 411 — Advanced Accounting I.
Prerequisite: ACT 322 — Intermediate Accounting II.
A study of selected advanced topics in particular formation and termination, installment sales, consignments, inflection, incomplete data, and changes in financial position.

ACT 412 — Advanced Accounting II.

Prerequisite: Advanced Accounting I is not a prerequisite. Advanced Accounting I and II may be taken independent of each other. However, ACT 322 — Intermediate Accounting II must be taken prior to enrollment in ACT 412.

An examination of the special problems related to consolidated financial statements, segment reporting and reporting of multinational activities.

ACT 413 — Auditing.

Prerequisite: ACT 322 — Intermediate Accounting II.

Develops an appreciation and understanding of the auditing process and philosophy. Examines preparation of audit working papers supporting an audit examination, and the report and opinion of the auditor to management, stockholders, and others. Examines internal auditing procedures and objectives as well as those of an independent public accountant. Intensively studies the professional standards for professional public auditors.

ACT 415 — Institutional and Governmental Accounting.

Prerequisite: ACT 212 — Principles of Accounting II.

A presentation of accounting principles and financial statement reporting for governmental organizations, charitable foundations, hospitals, universities and other nonprofit units.

ACT 421 — Taxation.

Prerequisite: ACT 212 — Principles of Accounting II.

The main emphasis of the course is on Basic Federal Taxation as it applies to individuals, partnerships and corporations. Practical situations and the preparation of tax returns are discussed.

ACT 422 — Advanced Taxation.

Prerequisite: ACT 421 — 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.

ACT 510 — Directed Individual Study in Accounting.

Refer to "Directed Study" on page 29.

Business Law Courses

BLAW 213 — Legal and Social Environment of Business.

A study of the legal and social environment within which contemporary private business organizations must operate. Emphasis is placed on the historical, political, ethical, social and governmental influences on the legal system and on society, and the governmental regulation of business, both international and domestic.

Required of all School of Management undergraduate students.

BLAW 214 — Law of Contracts and Commercial Transactions.

An introduction to the substantive law of contracts; formation, operation and discharge, as well as a study of two specific types of contracts under the Uniform Commercial Code: The Sales Contract and Commercial Paper (negotiable instruments).

Accounting majors must select either B. Law 214 or B. Law 315. Elective for all other students.

BLAW 315 — Law of Business Associations and Property.

A detail study of the substantive law of various business associations including: agency, partnerships, corporations, and trusts. The study of property law will also be included.

Accounting majors must select either B. Law 214 or B. Law 315. Elective for all other students.

NOTE: If a student has never taken a contract course, it is recommended that B. Law *214* should be given first priority.

BLAW 316 — The Law of Secured Transactions: Bankruptcy and Estates.

A further study of the Uniform Commercial Code with particular reference to secured transactions (consumer and commercial); bankruptcy; insurance; and a brief introduction to wills and estates.

Computer Information Systems Major

The Computer Information Systems major consists of a 122 credit curriculum designed to prepare students for professional careers in business, industry, and government, and for graduate studies. The program emphasizes the application of computer-based information systems in all areas of management. Students majoring in Computer Information Systems are also exposed to a full complement of management courses.

The recent rapid development of low-cost computers and end-user software has significantly increased career opportunities for individuals with skills in both business applications and computer technology. Practical experience with microcomputers in all management functions is included in this major. Opportunity is provided through School of Management elective courses to emphasize certain areas of management application. Additionally, the College of Liberal Arts and Sciences offers many electives in Computer Science, as shown, which can be included in this major.

The Computer Information Systems (CIS) major specifically requires 24 credits in CIS course work taken at Suffolk University. Transfer students may receive credit for certain CIS courses taken at other institutions if determined equivalent to Suffolk's courses. Such petitions need the approval of the CIS Department Chairperson and the Director of Advising or designate in the Dean's Office.

Computer Information Systems Curriculum Requirements

Freshman & Sophomore Year		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
MA 111-112	Finite Math I-II	6
MGT 110*	Introduction to Business	3
PSY 114,	General Psychology	
SOC 113 or	Introduction to Sociology or	
GVT 103	American Government	3
Hum./Phil./Hist./Language Option***		6
CIS 211	Introduction to Computer Information Systems	3
Natural Science Option***		8
ACT 211-212	Principles of Accounting I-II	6
ENG 213 and	Literary Masters of England I,	
ENG 214	Literary Masters of England II or	
or ENG 215	Literary Masters of America	6
BLAW 213	Legal and Social Environment of Business	3
CMPSC 131	Computer Programming I	3
EC 291	Introduction to Statistics I	
or MA 113	or Elementary Statistics	3
EC 281-282	Principles of Economics I-II (micro-macro)	6

Junior & Senior Year		Sem. Hrs.
ACT 311-312	Managerial Accounting I-II	6
FIN 310	Business Finance	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
MGT 317	Organizational Behavior	3
CIS 213	Business Programming with COBOL	3
CIS 214	Advanced COBOL	3
CIS 313	Systems Analysis and Design	3
CIS 410	Management Information Systems	3
CIS 423	Data Base Management Systems	3
EC 383	Money and Banking	3
GVT 337	Government Policy & Business	3
MGT 410	Quantitative Decision Making	3
MGT 429**	Business Policy	3
Business Elective		3
CIS Elective (1)		3
Liberal Arts Electives (2)		6
Free Elective		3
Total Semester Hours		122

**Students with business courses or one or more years of full-time work experience may substitute a business elective.*

***Should be taken final year.*

****See page 54-55 for electives and options offered by the College of Liberal Arts and Sciences.*

Required Courses: (7)		**Sem. Hrs.**
Introduction to Computer Information Systems	CIS 211	3
(Required of all School of Management Majors)		
Computer Programming I	CMPSC 131	3
Business Programming with COBOL	CIS 213	3
Advanced COBOL	CIS 214	3
Systems Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3
Data Base Management System	CIS 423	3

Elective Courses: (1, 2 or 3)		**Sem. Hrs.**
Information Systems Consulting Project	CIS 413	3
Computer Programming II	CMPSC 132	3
Organization of Program Languages	CMPSC 333	3
Packaged Software Products	CIS 415	3
Computer Auditing and Control	CIS 417	3
Computer Simulation and Modeling	CIS 420	3
Managerial Applications of Microcomputers	CIS 424	3
Special Topics in Computer Information Systems	CIS 419	3
Directed Individual Study in Computer Information Systems	CIS 510	3

The above CIS Electives may also be used to complete the Business Elective courses.
CIS Courses are taken in the School of Management.
CMPSC Courses are taken in the College of Liberal Arts and Sciences.

Computer Science Electives

The Suffolk University College of Liberal Arts and Sciences offers several undergraduate courses in Computer Science. Many of the courses in these programs can be taken as electives in the Computer Information Systems major of the School of Management. The current College Liberal Arts and Sciences Bulletin should be consulted for course descriptions and prerequisite requirements. (Each course is for 3 semester hours, except the individual computer language courses listed below.) The course numbers and titles which the CIS Department has authorized as electives include those listed below:

CMPSCI 132	Computer Programming II, PASCAL
CMPSCI 253	Assembly Language and Computer Structure
CMPSCI 263	File Processing
CMPSCI 265	Data Structures and Algorithms
CMPSCI 333	Organization of Programming Languages
CMPSCI 353	Architecture of Computer Systems
CMPSCI 355	Operating Systems
CMPSCI 365	Computer Networks
CMPSCI 374	Symbolic Computation in LISP
CMPSCI 376	Computer Graphics

Introductory Computer Language Courses:
1 semester hour credit

CMPSCI 221	Assembly Languages
CMPSCI 222	C Language
CMPSCI 223	LISP
CMPSCI 224	Concurrent Euclid
CMPSCI 225	FORTRAN

There are several courses offered in the Engineering Technology and the Physics Departments which qualify for electives in the CIS major. These courses typically involve technical aspects of microcomputers and telecommunications and are described in the CLAS catalog.

Computer Information Systems Courses

CIS 211 — Introduction to Computer Information Systems. *CIS 212 or the equivalent may not substitute for CIS 211.*
Covers the history, terminology, and economic tradeoffs, and also organizational, social and technological implications of computerized management information systems. Includes hardware, software, systems analysis, and implementation issues. Also introduces use of BASIC programming language on time sharing PRIME computers and microcomputers, and illustrates MIS applications in several business functional areas.

CIS 212 — Business Applications of BASIC and Packaged Software.
Prerequisite: For non-CIS majors only. CIS majors may take this course only with the consent of the department chairperson.
Covers extended BASIC programming, with emphasis on business applications. Topics include problem specification, algorithm formation, arrays, string manipulation, filing, and documentation. Also involves projects and case studies applying time-sharing software and microcomputer packages. Applications include database manager, spreadsheet, word processors, and integrated packages. Extensive use of the Prime Computer System and Microcomputer Laboratory.

CIS 213 — Business Programming with COBOL.
Prerequisite: CIS 211 — Introduction to Computer Information Systems.
An introduction to the COBOL programming language, with business applications. Also introduces techniques of structured programming in COBOL and sequential file processing. Includes several programming projects using the Suffolk University Computer Center.

CIS 214 — Advanced COBOL.
Prerequisite: CIS 213 — Business Programming with COBOL.
Covers more advanced features of the COBOL programming language, including table handling, report writing, sorting, and direct access file processing. Several projects illustrate realistic business applications and professional software development tasks.

CIS 313 — Systems Analysis and Design.
Prerequisites: CIS 211 — Introduction to Computer Information Systems or with instructor's permission.
Analysis and design of computer based business information systems. Covers the software development life cycle, hardware selection, systems requirements, feasibility analysis, system specification and design, reports and forms design, data communications, distributed data processing systems, multinational communication network and regulations of cross-border data communications.

CIS 410 — Management Information Systems.
Prerequisites: CIS 313 — Systems Analysis and Design or instructor's permission. May not be taken concurrently with CIS 313.
This advanced course emphasizes philosophies, concepts and practices common to the development and implementation of organizational management information systems. Pertinent MIS concepts and issues are studied through readings, cases, and projects, with emphasis on integrating computer supported systems into the management structure. Includes managerial, cultural and regulatory considerations for developing MIS for multinational corporations.

CIS 413 — Information Systems Consulting Project.
Prerequisites: CIS 313 — Systems Analysis and Design or instructor's permission.
The student seeks out a project on or off campus and performs the systems analysis and design, implementation plan and documentation in the capacity of a professional consultant under faculty supervision.

CIS 415 — Packaged Software Products.
Prerequisites: CIS 211 — Introduction to Computer Information Systems or equivalent.
Examines several widely used software packages relevant to managers, and includes exercises with several packages on the Suffolk computer. Studies the procedures, benefits and disadvantages of purchasing instead of developing applications software.

CIS 417 — Computer Auditing and Control.
Prerequisites: CIS 313 — Systems Analysis and Design or instructor's permission.
Discusses issues of security, privacy, reliability, integrity, and control in data processing systems; and examines the role of internal and public auditors with computerized information systems.

CIS 419 — Special Topics in Computer Information Systems.
Prerequisites: CIS 211 — Introduction to Computer Information Systems, and special requirements as announced for each offering of the course.
The special topic content and objective will be announced as the course is scheduled.

CIS 420 — Computer Simulation and Modeling.
Prerequisites: CIS 211 — Introduction to Computer Information Systems and knowledge of one programming language.
Studies the development and use of computer based simulation models for analysis of management plans and decisions. Exercises will include using special purpose simulation languages and conventional procedure oriented languages.

CIS 423 — Data Base Management Systems.
Prerequisites: CMPSC 131 — Computer Programming I and CIS 214 — Advanced COBOL.
Covers the design and implementation of hierarchical, network, and relational data bases. Also considers query languages, data dictionaries, and the logical versus physical organization of computer data base management systems. Several projects use advanced software packages on the Computer Center Prime 9950 and the microcomputers.

CIS 424 — Managerial Applications of Microcomputers.
Prerequisite: CIS 313 — Systems Analysis and Design.
Provides in-depth examination of how microcomputers enhance management productivity, emphasizing the interface between a rapidly developing technology and practical management applications. Extensive hands-on use of spreadsheets, data base packages, and other software options.

CIS 510 — Directed Individual Study in Computer Information Systems.
Refer to "Directed Study" on page 29.

C.I.S. majors must take the required course listed below which is offered by the College of Liberal Arts and Sciences.

CMPSC 131 — Computer Programming I.
This course provides an understanding of computers and computer languages. Programming assignments in a structured, higher-level language such as Pascal introduce the student to methods of problem solving, development of algorithms, and designing, coding, debugging, and documenting programs. Topics include an overview of computer organization, sorting and searching, string processing, simple data structures and levels of software. Structured programming techniques will be emphasized throughout.

Finance Major

The Finance major exposes the student to the primary concepts and skills necessary to understand the problems 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 majors learn the functional areas including business finance, banking, insurance, real estate, investments and related occupations.

The major in Finance may be attained by the completion of a minimum of 18 semester hours of course work consisting of three required courses and three Finance electives, completed at Suffolk University.

Finance Curriculum Requirements

Freshman & Sophomore		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
Hum./Phil./Hist./Language Option***		6
MA 111-112	Finite Math I-II	6
MGT 110*	Introduction to Business	3
PSY 114, GVT 103, or SOC 112	General Psychology, American Government, or Introduction to Sociology	3
Natural Science Option***		8
Liberal Arts Elective		3
ENG 213 and ENG 214 or ENG 215	Literary Masters of England I, Literary Masters of England II or Literary Masters of America	6
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal and Social Environment of Business	3
CIS 211	Introduction to Computer Information Systems	3
EC 291 or MA 113	Introduction to Statistics I or Elementary Statistics	3
EC 281-282	Principles of Economics I-II (micro-macro)	6

Junior & Senior		Sem. Hrs.
ACT 311-312	Managerial Accounting I-II	6
FIN 310	Business Finance	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
MGT 317	Organizational Behavior	3
FIN 315	Principles of Investments	3
ACT 421	Taxation	3
Free Electives (2)		6
Finance Electives (3)		9
EC 383	Money & Banking	3
GVT 337	Government Policy and Business	3
MGT 410	Quantitative Decision Making	3
FIN 419	Problems in Managerial Finance	3
MGT 429**	Business Policy	3
Business Elective		3
Liberal Arts Elective		3
Total Semester Hours		122

**Students with business courses or one or more years of full-time work experience may substitute a business elective.*

***Should be taken in the final year.*

****See page 54-55 for electives and options offered by the College of Liberal Arts and Sciences.*

Required Courses: (3)		Sem. Hrs.
Principles of Investments	FIN 315	3
Problems in Managerial Finance	FIN 419	3
Taxation	ACT 421	3

Elective Courses: (3)		Sem. Hrs.
General Insurance	FIN 313	3
Real Estate	FIN 317	3
Analysis of Financial Statements	FIN 410	3
Investment Analysis and Portfolio Management	FIN 413	3
Multinational Financial Management	FIN 417	3
Financial Institutions	FIN 432	3
Directed Individual Study	FIN 510	3
Advanced Taxation	ACT 422	3
Marketing Research	MKT 319	3
Systems Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3
An Advanced Course in Economics (Refer to CLAS Bulletin, under Economics Department.)		3

Finance Courses

(Frequency and scheduling of courses is subject to change.)

Units of Credit

Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

FIN 310 — Business Finance.

Prerequisites: ACT 212 — Principles of Accounting II, EC 213-214 — Principles of Economics (micro-macro), MA 113 — Elementary Statistics or EC 291 — Introduction to Statistics I.

A study of the functions of business finance, forms of business organization, acquiring and administering funds, instruments of corporate finance and capital budgeting with international perspective.

FIN 313 — General Insurance.

Stresses theory, practice, and problems of risk-bearing in business, including life, property and casualty insurance, and corporate risk management.

FIN 315 — Principles of Investments.

Prerequisite: FIN 310 — Business Finance

An introduction to the investment of funds by individuals and institutions, including budgeting, insurance, wills and trusts, real estate, income taxes, pensions, savings, and bonds. Includes analysis of investments and security markets, and the mechanics of trading and investing.

FIN 317 — Real Estate.

Prerequisite: FIN 310 — Business Finance

Focuses primarily on real estate investment; examines related areas of law, finance, insurance, taxation, appraisal and brokerage.

FIN 410 — Analysis of Financial Statements.

Prerequisite: FIN 310 — Business Finance

Includes the analysis, interpretation, and forms of financial statements. Also covers comparative financial statements, trend and ratio analysis and problems of cross-country comparisons.

FIN 413 — Investment Analysis and Portfolio Management.

Prerequisite: FIN 315 — Principles of Investments

An advanced course in investment analysis stressing analysis of the economy, industry, and individual firms. Also studies portfolio construction and management, and the trade-offs of risk versus return with international perspective.

FIN 417 — Multinational Financial Management.

Prerequisite: FIN 310 — Business Finance

Deals with the financing, investment and working capital management process of multinational corporations, considering such variables as exchange risk, political risk, accounting regulations and tax laws.

FIN 419 — Problems in Managerial Finance.

Prerequisites: FIN 310 — Business Finance, in addition to any two finance electives; must be taken during the last year.

In depth study of current finance theory and methodology applicable to the firm through case analyses, a computer simulation game and recent publications.

FIN 432 — Financial Institutions.

Prerequisite: FIN 310 — Business Finance and EC 383 — Money and Banking.

An analysis of the role of financial institutions, commercial bank savings and loans, and mutual savings banks in the economy. Topics covered include the impact of financial institutions on interest rates, credit availability.

FIN 510 — Directed Individual Study in Finance.

Refer to "Directed Study" on page 29.

Management Major

Management is concerned with the overall integration and coordination of the functional aspects of an organization. Management's goal is to insure that the planning, organization, integration, and control of the business is such that business may achieve its purpose be it a profit or a 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 traditional and new ways of controlling costs and of solving the countless problems that arise, e.g., from laying out a new production line, 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 or organizational growth in the future will not be money or materials but managerial resources. Our graduates pursue successful management careers, in a variety of organizations. A significant number further their studies by enrolling in MBA programs at Suffolk University or at other institutions.

The major in Management consists of a minimum of 18 semester hours of course work in the major Management required courses and at least two major elective courses must be completed at Suffolk University. Transfer students may receive credit for certain management courses taken at other institutions if determined equivalent to Suffolk's courses. Such petitions need the approval of the Management Department Chairperson and the Director of Advising or designate in the Dean's Office.

Management Curriculum Requirements

Freshman & Sophomore		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
Hum./Phil./Hist./Language Option***		6
MA 111-112	Finite Math I-II	6
MGT 110*	Introduction to Business	3
PSY 114, GVT 103, or SOC 112	General Psychology, American Government, or Introduction to Sociology	3
Natural Science Option***		8
ACT 211-212	Principles of Accounting I-II	6
ENG 213 and ENG 214 or ENG 215	Literary Masters of England I, Literary Masters of England II or Literary Masters of America	6
BLAW 213	Legal and Social Environment of Business	3
CIS 211	Introduction to Computer Information Systems	3
EC 291 or MA 113	Introduction to Statistics I or Elementary Statistics	3
Liberal Arts Elective		3
EC 281-282	Principles of Economics I-II (micro-macro)	6

Junior & Senior		Sem. Hrs.
ACT 311-312	Managerial Accounting I-II	6
FIN 310	Business Finance	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
MGT 317	Organizational Behavior	3
Management Required Courses (3)		9
Free Electives (2)		6
Management Electives (2)		6
EC 383	Money & Banking	3
GVT 337	Government Policy and Business	3
MGT 410	Quantitative Decision Making	3
MGT 419	Problems of General Management	3
MGT 429**	Business Policy	3
Business Elective		3
Liberal Arts Elective		3
Total Semester Hours		122

**Students with business courses or one or more years of full-time work experience may substitute a business elective.*

***Should be taken in the final year.*

****See page 54-55 for electives and options offered by the College of Liberal Arts and Sciences.*

Required Courses (4)		Sem. Hrs.
Problems of General Management	MGT 419	3
plus three of the following:		
Personnel Administration	MGT 313	3
Production and Operations Management	MGT 319	3
Management of Small Business	MGT 320	3
Labor Relations	MGT 323	3

Elective Courses (3) (2 courses may be chosen from the following):		Sem. Hrs.
General Insurance	FIN 313	3
Principles of Investments	FIN 315	3
Real Estate	FIN 317	3
Analysis of Financial Statements	FIN 410	3
Sales Management	MKT 313	3
Consumer Behavior	MKT 317	3
Marketing Research	MKT 319	3
International Business	MKT 321	3
Systems Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3
Materials Management	MGT 315	3
Career and Life Planning for Management	MGT 325	3
Fundamentals of Entrepreneurship	MGT 326	3
Starting New Ventures	MGT 327	3
Directed Individual Study	MGT 510	3

Management Courses

(Frequency and scheduling of courses subject to change.)

Units of Credit

Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

MGT 110 — Introduction to Business.
Introduces first year students to the domestic and international business environment, to the functional areas of finance, accounting, production, marketing and general management. Perspective is given through an exploration of business' role in society. Attention is also given to individual life planning in relation to business education and careers.

(Effective for students who were admitted in the Fall of 1982 and thereafter.) This course may be waived by students who have had at least one year of full-time administrative experience, or its equivalent. A business elective must be substituted in its place. A petition must be submitted to the Director of Advising or designate in the Dean's Office.

MGT 310 — Principles of Management.
Prerequisites: ACT 212 — Principles of Accounting II, EC 281-282 — Principles of Economics I-II (Micro & Macro), MA 113 — Elementary Statistics or EC 291 — Introduction to Statistics I.
Studies the principles and techniques underlying the successful organization and management of domestic and international business activities. The topics include production and operations management, organizational behavior and theory, and human resource management. Problem solving techniques are emphasized.

MGT 313 — Personnel Administration.
Prerequisite: MGT 310 — Principles of Management.
A study of the modern personnel department in industry, with special emphasis on the techniques and methods of management and utilization of manpower and contemporary human relations problems.

MGT 315 — Materials Management.
Prerequisites: MGT 310 — Principles of Management, MKT 310 — Principles of Marketing.
Studies the materials function as it relates to other management activities in the enterprise; including organization for materials; procurement procedures and controls; material requirements planning; and appraising materials function performance.

MGT 317 — Organizational Behavior.
Prerequisite: MGT 310 — Principles of Management.
Explores the application of sociological, psychological and anthropological concepts in business settings. Primary attention is paid to individual and group behavior and interaction, and to how large organizations function from a systems viewpoint.

MGT 319 — Production and Operations Management.
Prerequisite: MGT 310 — Principles of Management.
Emphasizes the universal application of operations management concepts and techniques to a variety of industrial and administrative tasks in commercial and non-profit enterprises. Covers such traditional topics as inventory control, quality control, scheduling and forecasting; as well as applications of such modern analytic techniques as linear programming and learning curves.

MGT 320 — Management of Small Business.
Prerequisites: MGT 310 — Principles of Management, MKT 310 — Principles of Marketing.
Includes the application of all management functional topics to the unique problems of small business. Emphasizes role of the entrepreneur, problems of growth and practical approaches to using modern management techniques in small business.

MGT 323 — Labor Relations.
Prerequisites: MGT 310 — Principles of Management.
A comparison of union-management objectives, functions and structures and their impact on managerial authority. An analysis of the collective bargaining process and the problems involved in the negotiation, interpretation and administration of collective bargaining agreements.

MGT 325 — Career and Life Planning for Management.
Prerequisite: MGT 310 — Principles of Management.
The course will provide an opportunity for students to develop self-awareness, personal skills and background knowledge necessary for successful personal life/career planning. Students will develop their own life/career plans based upon materials presented in this course.

MGT 326 — Fundamentals of Entrepreneurship.
Prerequisite: MGT 310 — Principles of Management, MKT 310 — Principles of Marketing.
The special problems of starting new ventures is to be the major emphasis of this course. Topics include the nature of entrepreneurship, characteristics of new ventures and finding products and services which can support new ventures. The course is designed for those who may sometime want to start their own business, but is also designed to be helpful to those who plan to work in or with smaller businesses or who become involved in new product development or merger and acquisition work with large business.

MGT 327 — Starting New Ventures.
Concentrates on how ventures are begun; how venture ideas and other key ingredients for start-ups are derived, and how to evaluate new venture proposals. Includes the development of a business for entrepreneurs.

MGT 410 — Quantitative Decision-Making.
Prerequisites: MGT 310 — Principles of Management, EC 216 — Introduction to Statistics I, or MA 113 — Elementary Statistics.
This course is designed to acquaint the student with the newer quantitative techniques current in management literature and usage. It recognizes that the manager of today 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.

MGT 419 — Problems of General Management.
Prerequisites: MGT 310 — Principles of Management, open to seniors who are majoring in Management.
This capstone course integrates previous course work, and develops analytical and decision-making ability. Case discussions and problem-solving exercises help students understand the various functional interrelationships and the role of top management in decision-making.
Full-time students are expected to enroll in day sections of this course.

MGT 429 — Business Policy.
Must be taken in the last year.
Prerequisites: FIN 310 — Business Finance, MGT 310 — Principles of Management, MKT 310 — Principles of Marketing, and MGT 317 — Organizational Behavior.
Covers and integrates administrative processes and decision-making under uncertainty in business areas of marketing, accounting, management, finance, personnel, production, etc. It also focuses on strategic and policy issues from the viewpoint of senior management. Case discussions help develop the conceptual framework for analysis and implementation of strategy and policy decisions.

MGT 510 — Directed Individual Study in Management.
Refer to "Directed Study" on page 29.

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 consists of a minimum of 18 semester hours of course work; two marketing electives and four required marketing courses, completed at Suffolk University.

Marketing Curriculum Requirements

Freshman & Sophomore		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
Hum./Phil./Hist./Language Option***		6
MA 111-112	Finite Math I-II	6
MGT 110*	Introduction to Business	3
PSY 114, GVT 103, or SOC 112	General Psychology, American Government, or Introduction to Sociology	3
Natural Science Option***		8
ACT 211-212	Principles of Accounting I-II	6
ENG 213 and ENG 214 or ENG 215	Literary Masters of England I, Literary Masters of England II or Literary Masters of America	6
BLAW 213	Legal and Social Environment of Business	3
CIS 211	Introduction to Computer Information Systems	3
EC 219 or MA 113	Introduction to Statistics I or Elementary Statistics	3
Liberal Arts Elective		3
EC 281-282	Principles of Economics I-II (micro-macro)	6
EC 383	Money and Banking	3

Junior & Senior		Sem. Hrs.
ACT 311-312	Managerial Accounting I-II	6
FIN 310	Business Finance	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
MGT 317	Organizational Behavior	3
MKT 313	Sales Management	3
MKT 317	Consumer Behavior	3
MKT 319	Marketing Research	3
Free Electives (2)		6
Marketing Electives (2)		6
MKT 419	Marketing Policies and Strategies (must be taken in the final year)	3
GVT 337	Government Policy and Business	3
MGT 410	Quantitative Decision-Making	3
MGT 429**	Business Policy	3
Business Elective		3
Liberal Arts Elective		3
Total Semester Hours		122

**Students with business courses or one or more years of full-time work experience may substitute a business elective.*

***Should be taken in the final year.*

****See page 54-55 for electives and options offered by the College of Liberal Arts and Sciences.*

Required Courses (4)		**Sem. Hrs.**
Sales Management	MKT 313	3
Consumer Behavior	MKT 317	3
Marketing Research	MKT 319	3
Marketing Policies and Strategies	MKT 419	3

Elective Courses (2 courses may be chosen from the following):		**Sem. Hrs.**
Promotion Management	MKT 315	3
Introduction to International Business	MKT 321	3
International Marketing	MKT 421	3
General Insurance	FIN 313	3
Principles of Investments	FIN 315	3
Real Estate	FIN 317	3
Analysis of Financial Statements	FIN 410	3
Personnel Administration	MGT 313	3
Materials Management	MGT 315	3
Production and Operations Management	MGT 319	3
Management of Small Business	MGT 320	3
Labor Relations	MGT 323	3
Systems Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3

Marketing Courses

(Frequency and scheduling of courses is subject to change)

Units of Credit

Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

MKT 310 — Principles of Marketing.

Prerequisites: ACT 212 — Principles of Accounting II, EC 281-282 — Principles of Economics I-II (micro-macro), EC 291 — Introduction to Statistics I or MA 113 — Elementary Statistics.

An introduction to marketing as a functional area of business enterprise, and an analytical survey of problems encountered in developing, promoting and distributing goods and services, taking national as well as international perspective.

MKT 313 — Sales Management.

Prerequisite: MKT 310 — Principles of Marketing.

Examines the problems of managing a sales force, including sales force organization and recruitment, selection and training, compensation, supervision and motivation. Also covers sales planning, sales analysis and control, and measuring the sales manager's performance, measurement and international dimensions of sales management.

MKT 315 — Promotion Management.

Prerequisite: MKT 310 — Principles of Marketing.

Studies the role of promotion in the economy and in the marketing mix of the firm. Also examines tools of promotion, the promotional mix, budgeting, media and campaign evaluation, and international differences.

MKT 317 — Consumer Behavior.

Prerequisite: MKT 310 — Principles of Marketing.

Examines the behavioral aspects of the marketing process and the contributions of psychology, sociology, economics, anthropology and political science as applied to understanding the market process including cross-cultural and cross-national differences.

MKT 319 — Marketing Research.

Prerequisite: MKT 310 — Principles of Marketing.

Fundamental techniques in marketing research including implementing marketing surveys, questionnaire construction, demonstration 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 are explored.

MKT 321 — International Business.

Prerequisite: MKT 310 — Principles of Marketing.

To provide students with an understanding of problems and opportunities associated with doing business across country and cultural boundries and to encourage global business thinking and strategy formulation. Topics include the forms of international business involvement; economic, social, cultural and political conditions; national and multinational regulations of international transactions and investments; and global strategies for business operations. Open to business students with junior or senior status.

MKT 419 — Marketing Policies and Strategies.
Must be taken in the last year.
Prerequisites: MKT 310 — Principles of Marketing plus 2 of the additional 3 required marketing courses: MKT 313 — Sales Management, MKT 317 — Consumer Behavior, and MKT 319 — Marketing Research.
Integrates all areas of marketing activity through the analysis of marketing problems and policies to compete effectively in domestic as well as international markets. Problem-solving approach is utilized to develop marketing analysis ability.

Marketing majors should take this course in the Fall rather than crowding into the Spring Term.

MKT 421 — International Marketing.
Prerequisite: MKT 310 — Principles of Marketing.
Studies the variations in economic, social-cultural, legal-political, and business environments among different nations and how these variations affect the marketing practices across national boundaries. The goal is to provide students with the necessary skills to compete successfully in foreign markets and home market. Particular attention is given to the formulation of 1) marketing plans and programs, and 2) policies to integrate and coordinate such activities on a global basis.

MKT 423 — Retail Management.
Prerequisite: MKT 310 — Principles of Marketing.
An introduction to the field of retailing management, emphasizing retailing as a field of activity and as a career. The course focuses on the retailing environment, structure and strategy, the development and implementation of the retailing mix, and financial and managerial considerations. It also examines information systems for retailing, and looks at the internationalization of retailing and at the growth of non-store retailing activities.

MKT 510 — Directed Individual Study in Marketing.
Refer to "Directed Study" on page 29.

International Business Offerings

In addition to the coverage of international topics in required courses, the School of Management offers the following elective courses in international business at the undergraduate level.

Marketing 321 — International Business
Marketing 421 — International Marketing
Finance 417 — Multinational Financial Management
Special Topics in International Business

International Business courses offer students an opportunity to study the global and country-specific factors which have an impact upon a firm's business activities in global markets as well as the U.S. market. Students who have further interests in international business can pursue studies in the marketing or financial aspects of doing business internationally by taking courses in each area, and by pursuing Directed Individual Study (500 level courses).

Special Topic Courses Departments occasionally offer courses dealing with specific international business issues in greater depth. They will be designated under the Special Topics course listing.

Students may also enroll in selected elective courses offered by the College of Liberal Arts and Sciences. Selected elective courses offered by the CLAS are:

Government 262 — Current Issues in International Relations
Government 283 — Third World Politics
Government 387 — Politics of Latin America
History 151-152 — History of World Civilization
History 201-202 — History of Business in the Western World
Humanities 217-218 — Religions of the World

Students interested in international business are strongly encouraged to take foreign language courses.

In consultation with members of the International Business Committee and faculty members who teach international business courses, students are urged to arrange their degree programs to meet their needs in international business.

OPTIONS

Required Courses and Electives offered by the College of Liberal Arts and Sciences

Please refer to the Bulletin of the College of Liberal Arts and Sciences for a description of courses. Students interested in Liberal Arts and Sciences courses that are not listed below must petition the Director of Advising or designate in the Dean's Office in the School of Management.

Humanities/Philosophy/Modern Language *(Civilization Courses Only)* — 6 credits

Humanities

Humanities 101 &/or 102 — Introduction to the Humanities I-II

Humanities 111 — Humanities, the Art Mode

Humanities 112 — Humanities, the Music Mode

May be taken in any order or sequence.

Philosophy

Philosophy 115 &/or 116 — Introduction to Philosophy I-II

Philosophy 117, 118 — History of Philosophy I-II

Philosophy 123 — Ethics

Philosophy 124 — Oriental Philosophy

Students taking only 3 semester hours in Philosophy to satisfy the Humanities/Philosophy/History option may take any one of the six courses. Students taking all six semester hours in Philosophy must take 115 or 117; any one of the other four courses may be taken for the remaining 3 credits.

History*

History 101, 102 — Western Civilization I, II

History 121, 122 — Foundations of the Modern World I, II

History 151, 152 — World Civilization I, II

Students taking six semester hours of History to satisfy the requirement must take both halves of one of the following pairs: 101-102, 121-122, 151-152.

**Transfer students may take other appropriate courses with the permission of the instructor.*

Modern Language

(Civilization Courses Only)

French 209, 210 — Contemporary French Civilization I, II

French 211, 212 — The French-Speaking World I, II

Spanish 207, 208 — Hispanic Culture I, II

Natural Sciences 8 credits

Students must satisfy the Natural Science option by taking a year of Biology, Chemistry, Physics, Physical Science, or Astronomy (including labs). The courses are two semester sequence pairs and must be taken in order. Two odd numbered courses will not satisfy the Natural Science option. The lecture and laboratory must be taken concurrently unless waived by Department Chairperson.

Astronomy

Science 111-L111, 112-L112 — Planetary Astronomy, the Universe and Laboratories

Biology

Biology 101-L101, 102-L102 — Principles of Biology I, II, and Laboratories**

Biology 113-L113 — Botany and Laboratory

Biology 114-L114 — Zoology and Laboratory

Science 251-L251, 252-L252 — Introduction to Coastal Geology I, II and Laboratories

**Biology 101-L101 is a prerequisite for Biology 102-L102.

Chemistry (prerequisite for all Chemistry courses listed below: Math 111 & 112 — Finite Math I & II)

Science 121-L121, 122-L122 — Basic Chemical Science and Laboratory; Applied Chemical Science and Laboratory

Chemistry 111-L111, 112-L112 — General Chemistry I, II and Laboratories (Prerequisite: High School Chemistry)

Non-Science majors may make the following changes in the above sequence:

Students electing to take Chemistry 111-112 may substitute the laboratory sequence L101-L102 for L111-112.

Students electing to take 111 may susbstitute 102-L102 for 112-L112.

All other variations must be approved by the Chairperson of the Chemistry Department.

Physical Science *(prerequisites for Physical Science courses listed below: Math 111 & 112 — Finite Math I & II)*

Science 101-L101, 102-L102 — Physical Science I, II and Laboratories

Science 102-L102 may replace Physics 112-L112, 152-L152.

Science 112-L112 may replace Science 102-L102; Physics 112-L112, 152-L152.

Physics *(prerequisites for all Physics courses listed below: Math 111 & 112 — Finite Math I & II)*

Physics 111-L111, 112-L112 — College Physics I, II and Laboratories

Physics 151-L151, 152-L152 — University Physics I, II and Laboratories

Physics 112-L112 may replace Physics 152-L152

Any other sequencing requires approval of Chairperson of the Physics Department.

COOPERATIVE EDUCATION PROGRAM

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

All full-time College of Liberal Arts and Sciences and School of Management students are eligible for the Co-op Program if they have completed their freshman year (or one semester for transfer and graduate students) and have earned a grade point average of 2.5 or above. Co-op is an optional, non-credit program and students may choose to enroll in only one or as many as five (5) full-time or nine (9) part-time Co-op work terms. Work terms coincide with the school calendar, beginning and ending at the start and finish of each semester. The Fall assignment begins Sept. 1 and ends Dec. 31. The Spring term begins Jan. 1 and ends mid-May; the Summer term begins mid-May and ends August 31. Because Co-op students make use of the summer term to either work or attend classes the longest it will take to complete a degree is 4½ years for students who work in full-time Co-op placements. Those who enroll in part-time placements work while attending classes and often graduate in four (4) years.

Coop placements are available with all types of employers: accounting firms, banks, law firms, brokers and retailers, hospitals, universities, government and social service agencies. The specific placement for which students apply depends upon interest, experience and ability. There are placements suitable for sophomores with no employment experience as well as for seniors and graduate students about to enter the professions.

Military Science Program (Army ROTC)

Army ROTC is an officer training program contractually agreed to by U.S. Army and Suffolk University as a means of providing students with the option of preparing themselves for leadership positions as Lieutenants in the National Guard, Army Reserve, or Active Army as well as increasing their qualification for the civilian job market. The instructional program for ROTC consists of two parts: the academic major in a recognized degree field, and courses in military science. Specific objectives of the department include: providing the student with an understanding of the nature and operations of the U.S. Army, developing the student's ability to think creatively and to speak and write effectively, and encouraging the development of mental and moral standards essential to a professional officer. Laboratory periods allow students to put into practice the theories presented in academic instruction. The program focuses on developing in the student a basic understanding of the principles of leadership and management, and then provides ample opportunity to practice those skills in responsible positions within the cadet organization. The program provides for the precommissioning education of ROTC students and is designed to respond to the particular character and requirements of academic programs of Suffolk University.

For more information please refer to the College of Liberal Arts and Sciences Bulletin.

Graduate Degree Programs

Master in Business Administration
Master in Public Administration
Advanced Professional Certificate

Suffolk University's School of Management offers programs leading to the degrees of Master in Business Administration (M.B.A.), Master in Public Administration (M.P.A.), and the Advanced Professional Certificate (A.P.C.). Courses are offered in the day, late afternoon, Saturdays and evenings. Suffolk University is proud of the diversity of its graduate student population and seeks to provide high quality academic programs for all students.

The purpose of the Graduate degree programs is to offer advanced study in the field of management in the public, private and non-profit sectors. The facilities and courses offered enable students to investigate and experience in-depth the knowledge and preparation needed to become successful professionals. Students are encouraged to become seriously involved in course work and projects.

Admission Admission to 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. and Executive M.B.A. Program 1) completed application form; 2) official transcripts from all colleges attended; 3) official GMAT test scores; 4) typewritten statement of professional goals; 5) detailed resume; 6) completed "Request for Waiver Form;" 7) two letters of recommendation.

M.P.A. and Executive M.P.A. Program 1) completed application form; 2) official transcripts from all colleges attended; 3) statement of professional goals; 4) detailed resume; 5) two letters of recommendation.

Advanced Professional Certificate (A.P.C.) Program 1) completed application form; 2) undergraduate and graduate transcripts; 3) official GMAT test scores; 4) two letters of recommendation; 5) statement regarding your rationale for pursuing the A.P.C. including a list of five courses and a rationale for this selection; 6) current detailed resume.

International Applicants 1) completed application form; 2) official transcripts from all colleges attended; 3) explanation of grading system if education was received in native country; 4) official TOEFL test scores if education was received in native country; 5) official GMAT test scores (M.B.A. only); 6) typewritten statement of professional goals; 7) detailed resume;

8) completed "Request for Course Waiver Form" (M.B.A. only); 9) two letters of recommendation; 10) financial statement from bank or sponsor.

Admission to all graduate programs is done on a continuous basis. Admission decisions for the Fall, Spring and first Summer session are made as soon as the application is received and reviewed by the Admissions Office.

International Students A special information sheet is available for international students. For the Fall Semester an application and *all required credentials* must be received by Suffolk University by the deadline date of *June 15th.*

International students applying for the Spring semester must submit their applications and *all required credentials* by the deadline date of *November 15th.*

The International Student Advisor is located on the 12th floor of the Sawyer Building, Room 1228.

Financial Aid A variety of financial aid is available to graduate students. Please refer to the financial aid section on page 14 for federal and state sponsored aid information. 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.

For information regarding financial aid and deadlines refer to pages 13-16 of this Bulletin.

Graduate Academic Standards

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

Recommended Action:

For any of the following circumstances:

Warning

- Upon completion of a semester in which the cumulative grade point average falls below 3.0 for the first time
- Cumulative total of two C grades

Dismissal

- Upon completion of a semester in which the cumulative grade point average falls below 3.0, 18 or more credit hours have been completed, and a warning has previously been given
- Cumulative total of three C grades
- Cumulative total of two F grades
- Two or more I grades carried more than one semester following receipt
- Receipt of an F grade: The student must petition the Director of Advising in the Dean's Office before taking any further courses.
  The "F" grade remains in the cumulative grade point average even if the course is retaken.

Grading System*

Letter Grade	*Grade Point Score*
A	4.0
A–	3.7
B+	3.3
B	3.0
B–	2.7
C+	2.3
C	2.0
F	0

Graduate Advising Students are encouraged to discuss their academic interests, goals and concerns with faculty advisors, chairpersons of departments, the Director of the Executive Programs, staff of the Graduate Admissions Office, and the Director of Advising. An Officer of the Day and Evening is available in the School of Management Dean's Office when classes are in session to handle student concerns (see page 17).

Students are responsible for monitoring their academic standing. Should the cumulative average fall below a 3.0, the student should plan corrective action immediately, and consult with an advisor.

A list of evening and day office hours of faculty advisors by department is circulated to graduate students each semester. In addition, faculty office hours are also posted in the Faculty Resource Unit (6th floor Sawyer) and in the Dean's Office.

M.P.A. Advising Each student in the M.P.A. program is assigned an individual public administration faculty member as an advisor. Students are encouraged to discuss their interests, goals, and concerns with faculty advisors, and should make appointments or drop in during posted faculty office hours.

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.
2. An overall average of 3.0 or higher is achieved for the entire graduate program.
3. All degree requirements are completed within five years after the start of graduate work.

Re-admission to Suffolk University Students re-entering after an absence of one semester or more should request a special re-entry form from the Graduate Admissions Office. Students seeking re-admission after 12 months will be re-admitted under the current curriculum. Re-entry is on a space available basis.

Tuition and Costs For information regarding tuition and costs for graduate studies, please refer to the section entitled Financial Information, pages 11-13, of this Bulletin.

Master in Business Administration Program

The M.B.A. program provides a pragmatic and theoretical framework within its curriculum based upon a strong common body of knowledge as a foundation (600 level M.B.A. courses).

Students who have completed the business/management curriculum as part of their prior undergraduate/graduate program(s) may be eligible to receive advanced standing based on course waiver(s) for many or all of the 600 level M.B.A. courses.

Additional breadth and depth is provided in the M.B.A. curriculum through advanced courses in selected functional areas of business and management. The opportunity to explore areas of special interest may be accomplished through careful selection from a broad range of elective course offerings. Students may elect to take courses beyond the three electives required based on special permission. An Advanced Professional Certificate is also available (see pp. 71).

The required number of courses for completion of the M.B.A. program by students with strong prior academic preparation in business/management typically ranges between ten to fifteen courses. A student with no prior academic preparation in business/management would enroll in all 600 and 700 level M.B.A. courses.

M.B.A. Curriculum
700 Level Courses

Course #	Description	Cr.
MGT 717	Organization Dynamics and the Management Process	3
MKT 714	Strategic Marketing	3
MGT 716	Management of the Production Process	3
FIN 713	Capital Management	3
MGT 715	Quantitative Analysis for Managers	3
MGT 718	Managing in the External Environment	3
MGT 719	Business Policy (to be taken in the final semester)	3
Elective 1	Selected from Area(s) of Special Interest	3
Elective 2	Selected from Area(s) of Special Interest	3
Elective 3	Selected from Area(s) of Special Interest	3
	TOTAL CREDITS	30

If a student does not hold a bachelor's degree in business/management and/or cannot demonstrate significant competency in each course content via prior course work, successful completion of C.L.E.P. examinations, or alternate waiver procedures, he/she should be required to take one or more of the following courses:

600 Level Courses

Course #	Description	Cr.
CIS 610	Introduction to Computer Information Systems	3
ACT 611	Financial Accounting	3
ACT 612	Managerial Accounting	3
MGT 616	Managerial Principles	3
MKT 614	Marketing Principles	3
MGT 615	Statistical Quantitative Analysis	3
FIN 621	Managerial Economics	3
FIN 622	Applied Economics of Management	3
BLAW 617	Legal Environment of Management	3
FIN 613	Managerial Finance	3
600 Level Courses Total		30
	TOTAL CREDITS	60

Waivers The 600 level courses may be waived if satisfactorily completed with a B– or better in an undergraduate program of an accredited institution, or through satisfactory performance on a College Level Examination Program (C.L.E.P.) test in the subject matter. For a listing of the current C.L.E.P. exams acceptable to waive certain courses, please contact the Graduate Admissions Office.

Waivers will be awarded upon acceptance into the program during the admissions process. Students should be prepared to submit additional information in support of waiver consideration(s) including catalog descriptions and course syllabi. In certain cases applicants may be required to submit a College Level Examination Program (C.L.E.P.) or departmental examination before a waiver can be considered.

Transfer credit for courses completed at the graduate level, in a program recognized by an accredited college or university, may be granted for both 600 level courses and up to 6 credit hours of 700 level course work prior to matriculation.

600 level courses must be completed prior to enrollment in any 700 level (or 800, 900) course. In the case of 600 level course prerequisites, the course descriptions on the following pages will indicate specific prerequisites. Full-time students should take day classes when offered.

Within the 700 level courses, Business Policy (MGT 719) must be taken during the final semester. This course builds upon and integrates the work of the required 700 level courses. It is assumed that either students have completed all course work prior to enrollment in Business Policy, or they are taking their remaining course(s) concurrently with this course. Note that Business Policy is not offered in the summer sessions. Other 700 level required courses may have prerequisites. Specific course descriptions indicate prerequisite requirements.

M.B.A. ELECTIVE COURSES

Areas of Special Interest

Accounting

ACT 810 Taxation for Managers
ACT 813 Intermediate Accounting
ACT 815 Accounting for Managers
ACT 820 Accounting Information Systems
ACT 823 Current Accounting Theory
ACT 825 Management Control Systems
ACT 910 Directed Individual Study

Computer Information Systems

CIS 810 Management Information Systems
CIS 813 Business Information Systems Analysis and Design
CIS 815 Data Base Management Systems
CIS 817 Management of the Information Resource
CIS 819 Executive Decision Support Systems
CIS 820 Special Topics in Computer Information Systems
CIS 824 Microcomputer Technology and Applications
CIS 910 Directed Individual Study

Finance

FIN 810 Advanced Investment Analysis
FIN 813 Advanced Financial Management
FIN 815 Risk Management and Insurance
FIN 817 Portfolio Management
FIN 819 Seminar in Finance — Special Topics
FIN 820 Money and Capital Markets
FIN 823 Financial and Economic Forecasting
FIN 825 International Finance
FIN 910 Directed Individual Study

General Management

MGT 810 Management of International Business
MGT 813 Operations Management
MGT 815 Real Property
MGT 823 Management of Small Business
MGT 830 Technological and Market Forecasting
MGT 910 Directed Individual Study

Human Resources Management

MGT 817 Organizational Development
MGT 819 Labor Relations
MGT 820 Career Management
MGT 825 Personnel and Human Resource Management
MGT 833 Management of Innovation
MGT 835 Organization Design
MGT 839 Participative Work Forms
MGT 840 Power and Influence in Organizations
MGT 843 Women and Work

International Business

MGT 810 Management of International Business
MKT 817 International Marketing
FIN 825 International Finance

Law

BLAW 810 The Law of Contractural Obligations
BLAW 820 The Law of Business Associations
*2620 AM Corporate Finance (Spring Only)
*2540 AD Arbitration (Spring Only)

Marketing

MKT 810 Marketing Research for Managers
MKT 813 Marketing Communication Systems
MKT 815 Consumer Behavior
MKT 817 International Marketing
MKT 819 Marketing Problems Case Seminar — Special Topics
MKT 820 Sales Management
MKT 910 Directed Individual Study

Small Business Management

MGT 823 Management of Small Business
MGT 826 Entrepreneurship
MGT 827 Entrepreneurial Planning

Public Management

PAD 811 Politics of the Federal Bureaucracy
PAD 812 State and Local Administration
PAD 813 Administrative Strategies of Local Government
PAD 814 Intergovernmental Relations
PAD 815 Client and Community Relations in Public Administration
PAD 816 Analysis of Public Policy
PAD 818 Public Sector Labor/Management Relations
PAD 819 Administrative Strategies of Grants-in-Aid
PAD 820 Governmental Decision Making
PAD 821 Human Services Integration
PAD 822 Public Management Information Systems
PAD 827 Financing State and Local Government
PAD 829 Environmental Policy and Administration
PAD 830 Public Liaison Strategies

**These courses are offered through the Law School. When registering instructor's consent is required.*

Disability Studies

PAD 828	Change in Public Policy: The Disability Rights Movement
PAD 831	Disability Rights Implementation
PAD 832	Rehabilitation Programs
PAD 834	Disability and Public Policy

Health Administration

PAD 823	The U.S. Health System
PAD 824	Health Financial Management
PAD 825	Health Politics and Law
PAD 826	Health Systems Analysis and Planning

M.B.A. Course Descriptions

600 Level Courses

(Frequency and scheduling of courses subject to change)

Units of Credit

Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

CIS 610 — Introduction to Computer Information Systems.

Introduction to computer-based information and data processing concepts. Includes computer hardware and software fundamentals, business applications, management information systems concepts. Basic programming concepts, and microcomputer applications.

ACT 611 — Financial Accounting.

A basic course encompassing the concepts of accounting fundamentals, external statement reporting, and their interpretation for financial decisions.

ACT 612 — Managerial Accounting.

Prerequisite: ACT 611 — Financial Accounting.
Covers concepts and systems of cost, budgets and control, and the application of accounting information to management control and decision-making.

MGT 615 — Statistical Quantitative Analysis.

Basic techniques of data analysis. The following topics will be discussed: descriptive statistics, measures of location and variability, probability distributions, sampling techniques and distributions, confidence intervals, hypothesis testing and analysis of decisions under uncertainty. Includes emphasis on MIS with relevance to management decision-making.

MGT 616 — Managerial Principles.

Designed to introduce the student to the principles of management, production and operations management, organizational behavior and theory, and human resource management. A special emphasis on problem-solving and decision-making aspects of these topics provides the general framework for the course. Case analysis and outside readings will be used to extend and illustrate the major topics presented in the lectures and textbooks.

MKT 614 — Marketing Principles.

For students without previous marketing course work. 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, and international marketing.

FIN 613 — Managerial Finance.

Prerequisite: ACT 611 — Financial Accounting.
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.

FIN 621 — Managerial Economics.

Develops the basic economic tools of macroeconomics and microeconomics with emphasis on understanding the economic environment of business decision-making. Topics covered include price system, market structures, economic systems, labor markets, national accounts, government control, fiscal and monetary policy, inflation, unemployment and the banking system.

FIN 622 — Applied Economics of Management.

Prerequisite: FIN 621 — Managerial Economics.
Covers the economic aspects of business decisions and the analysis of quantitative economic data. Includes analysis of markets, the theory of consumer behavior, forms of competition, production economics, profit maximization, corporate pricing and technology. Emphasizes application of these topics to management problems.

BLAW 617 — Legal Environment of Management.

Introduces the graduate student to the dynamic qualities of the law and the legal process and its effect on business decisions. The course probes the historical role of government, society and politics in influencing private enterprise with special emphasis placed on specific areas of governmental regulation such as consumerism, anti-trust and the environment as well as the expanding world of legal environment into the international arena and social responsibility.

700 Level Courses

All 600 level courses must be completed prior to enrolling in 700 level courses.

MGT 717 — Organizational Dynamics and the Management Process.
Develops an advanced understanding of behavioral patterns in organizations at various levels of analysis. Building upon the fundamentals of organizational behavior, this course stresses applied skills of working within organizations. Students are encouraged to develop critical thought, and to experience the direct relevance of behavioral theories to management practice.

MKT 714 — Strategic Marketing.
Examines the tools of analysis, planning and control used in management of the marketing process, beginning with needs assessment and proceeding through formulation of the offering, and the pricing, promotion and distribution decisions. Applications are stressed through case analysis and projects.

MGT 716 — Management of the Production Process.
Emphasizes management of the production process as a universal task for the creation of utility. Develops 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. *Full-time day students are expected to enroll in day sessions.*

FIN 713 — Capital Management.
Covers the analysis, planning and solution of problems in the management of financial assets. Examines funds requirements, capital costs, short- and long-term financing, planning of the capital structure, use of capital markets, capital budgeting, and the analysis of relevant case studies.

MGT 715 — Quantitative Analysis for Managers.
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. *This course is not offered summers.*

MGT 718 — Managing the External Environment.
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 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.

MGT 719 — Business Policy.
Prerequisite: MGT 715, MGT 716, MGT 717, MGT 718, MKT 714, FIN 713. Upon waiver, two courses, MGT 717 and MGT 718, may be taken concurrently provided they are taken in the final term.
This capstone 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. It studies administrative processes from the general management and strategic perspective, and considers the top management decision-making under uncertainty.*Not offered summers. Day students are expected to enroll in day sections.*

M.B.A. Elective Course Descriptions in Areas of Special Interest

Electives are open to matriculated M.B.A. candidates who have satisfied all prerequisite courses.

ACCOUNTING

The prerequisite for the following Accounting electives is FIN 713 — Capital Management.

ACT 810 — 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.

ACT 813 — Intermediate 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.

ACT 815 — Accounting for Managers.
Focuses on budgetary accounting and cost accounting; includes profit planning and control systems; sales and cash budget; accounting systems for job order, process and standard costs, and managerial applications; and issues in international accounting.

ACT 819 — Internal Auditing.
Appraisal and review of the internal operational performance, effectiveness of financial services, accounting control, and other operations necessary to management.

ACT 820 — Accounting Information Systems.
Provides usable guidance to future "specialists" in the design of accounting information systems of companies and non-profit organizations, to make them aware of practical steps in the design phase and implementation phase.

ACT 823 — Current Accounting Theory.
Review and exploration of the concepts and development of theoretical aspects of accounting. Recent development and interrelationships of accounting theory to other business activities considered. Covers current values, index, replacement values, and recent accounting promulgations.

ACT 825 — Management Control Systems.
Focuses on the issues relating to controls in an organization. Explores in-depth the distinctions between control processes that are found in profit and non-profit organizations. Deals with the use of management accounting tools and techniques in organizational controls.

BUSINESS LAW

BLAW 810 — Law of Contractural Obligations.
A detailed study of the substantive law of contracts as well as two specific types of contracts: sales and negotiable instruments. The course is designed to acquaint the graduate student with the law of contracts and the Uniform Commercial Code which are essential tools for managers in negotiating and executing sales, employment and other common business contracts.

BLAW 820 — The Law of Business Associations.
A study of the substantive law of agency, partnership, corporations and business trusts, their formation and operation, including study of the Massachusetts Uniform Partnership and Limited Partnership Acts and the Massachusetts Business Corporation Law.

COMPUTER INFORMATION SYSTEMS

The prerequisite for the following CIS electives is CIS 610 — Introduction to Computer Information Systems or instructor's permission, plus any other prerequisite mentioned.

CIS 810 — Management Information Systems.
Prerequisite: CIS 813 — Information Systems Analysis and Design.
Emphasizes philosophies, concepts, approaches and practices common to the development, implementation, and application of management information systems (MIS). A group term project deals with the conceptual design of a computer-based MIS. Roles of the manager and technical staff are examined through readings and case studies. Pertinent MIS concepts, management issues, MIS structure and MIS social-technical development processes are examined.

CIS 813 — Information Systems Analysis and Design.
This course deals with the concepts, techniques, skills, tools and approaches useful for the analysis, design, and implementation of computer-based business information systems. Topics covered include systems concepts, document flow analysis, feasibility analysis, input/output requirements analysis, file design, systems flowcharting, systems specifications, implementation strategies, project planning and control, and hardware and software acquisition.

CIS 815 — Data Base Management Systems.
Prerequisite: CIS 813 — Information Systems Analysis and Design.
Surveys the several conceptual schemes of Data Base Management Systems (DBMS), including hierarchical, relational and network designs, discusses criteria for evaluating commercial DBMS packages, and reviews applications to management decision support and data processing. A major project involves the application of these concepts to practical information management situations.

CIS 817 — Management of the Information Resource.
Surveys important research and case studies on this increasingly critical function; discusses role and tasks of the information executive; examines issues of organizational structure, distributed data processing, long-range MIS planning, MIS personnel management, relations with vendors and consultants, and software project management. A field study project involves practical application of these concepts.

CIS 819 — Executive Decision Support Systems.
Surveys recent applications of computer based modeling systems to support senior management decision-making. Examines characteristics of available software packages and criteria for evaluation and selection. A major project involves use of several modeling languages on both microcomputers and the University's mainframe computer.

CIS 820 — Special Topics in Computer Information Systems.
Covers unique and timely material, as announced when the course is scheduled. Such topics may include, for example, microcomputer applications, distributed data processing, comparative computer languages and behavioral factors of MIS.

CIS 824 — Microcomputer Technology and Applications.
The technology of microcomputer hardware and software is examined through lectures, demonstrations and exercises with emphasis on tradeoffs and trends most relevant to management applications. The interface between microcomputers, mainframe equipment, and telecommunications network is examined. Applications studied include spreadsheets data base packages, word processing and telecommunications; using several types of equipment.

CIS 910 — Directed Individual Study.
Involves a student initiated proposal to a willing and appropriate faculty member for a directed study project. Normally this is for three credit hours, and completed during one semester. The faculty member and student must concur on a written proposal and final report. Approval of the Office of the Dean is necessary prior to registration.

FINANCE

The prerequisite for the following Finance electives is FIN 713 — Capital Management.

FIN 810 — 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. Analysis of cases.

FIN 813 — 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.

FIN 815 — 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.

FIN 817 — Portfolio Management.
Prerequisite: FIN 810 — Advanced Investment Analysis.
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 included.

FIN 819 — Seminar in Finance.
Prerequisite: FIN 810 — Advanced Investment Analysis and FIN 813 — Advanced Financial Management.
Theory of decision-making and current readings in business finance and investments, supplemented by special problems and a research project.

FIN 820 — Financial Institutions: Money and Capital Markets.
Characteristics, structure and function of money and capital markets; sources of funds for small business financing; bond and mortgage financing; and equity financing. Current problems, practices, legal and economic developments discussed.

FIN 823 — Financial and Economic Forecasting.
A study of the nature, techniques, and problems of business forecasting. Covers 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. Includes long-run predictions.

FIN 825 — International Finance.
Provides an analytical approach to multinational corporations' (MNCs') problems arising from operations in different financial environments and economies; the development of strategies for international financial planning, including such decisive areas as foreign investments, exchange rate fluctuations, currency restrictions, transfer pricing and tax regulations.

FIN 910 — Directed Individual Study.
This elective course option involves a student initiated proposal to a willing and appropriate faculty member for a directed study project. Normally this is for three credit hours, and completed during one semester. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

MANAGEMENT

MGT 810 — Management of International Business.
Focuses on the principles of international business and the characteristics which distinguish it from domestic U.S. business. Deals with problems of international law, monetary matters, finance, cultural and political matters, considerations of the complexity of multinational corporation formation, operation, and related problems.

MGT 813 — Operations Management.
Prerequisite: MGT 716 — Management of the Production Process.
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.

MGT 815 — 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.

MGT 817 — Organization Development.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
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.

MGT 819 — 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.

MGT 820 — Career Management.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
Focusing on the nature of careers and career development at individual, organizational, and societal levels of analysis. Students will be encouraged to consider the material from both personal and managerial perspectives. The linkage between organization strategy, structure, and career system will be explored, and the central role of career management for effective use of human resources will be highlighted.

MGT 823 — Management of Small Business.
The purpose of this course is to help prepare 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 formation of new ventures.

MGT 825 — Personnel and Human Resources Management.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
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 resources topics, the traditional functions and role will be merged with these recent changes.

MGT 826 — Entrepreneurship.
This course deals with the formation of a new enterprise. It considers the characteristics of the successful entrepreneur, methods of identifying new opportunity areas, creativity and invention. It also includes pros and cons of various forms of organization and measuring marketing potentials for new products or services, and new product development.

MGT 827 — Entrepreneurial Planning.
Entrepreneurial Planning is a course intended to provide an opportunity to apply the analytical tools learned in other courses to the problems of the entrepreneurial venture. The course will explore taking the business from the entrepreneurial idea through the actual development of a business plan, including initial financing, profit planning and other considerations necessary for the successful implementation of the plan.

MGT 830 — Technological and Market Forecasting.
Prerequisite: MGT 715 — Statistical Analysis for Managers.
Accurate forecasts are essential to strategic planning and executive decision-making. This course examines both qualitative and quantitative forecasting methods, with special emphasis on: 1) their application to high technology industries, and 2) the effect of existing uncertainties on decision-making. Suffolk's computer capabilities will be used extensively; also available for use is XSIM, a major software package, and access to a major New York bank's data files.

MGT 833 — Management of Innovation.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
The management of the innovation process, from organizational needs assessment through development and evaluation, is the central theme of this course. Innovation is defined here as administrative policy and internal technological change, as opposed to new product development. This course deals primarily with unique management skills appropriate to an innovative organization. Lecture/discussion, case analysis and guest speakers are the primary teaching methods.

MGT 835 — Organization Design.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
Considers the effect of an organizations' structural characteristics upon their efficiency, effectiveness, and adaptability. Organization design management is viewed as a continual process of structural assessment, innovation, implementation, and reassessment. The course will consider empirical studies concerning organization design problems, recent development in improved methodology, implementation problems resulting from change in organization design, and a critical assessment of the field.

MGT 837 — Organizational Intervention and Problem Solving.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
This course will enhance the student's ability to solve organizational, human resources and general management problems using intervention techniques taught in class. Each student will select an appropriate problem for an organization, develop a change action intervention, and conduct the necessary field research.

MGT 839 — Participative Work Forms.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
The course will survey alternative approaches to worker participation and their relationship to quality of work-life and organizational effectiveness. Topics will include job enrichment, autonomous work groups, quality circles, industrial democracy, worker cooperatives, comparative European and Japanese experiences, and legislative issues.

MGT 840 — Power and Influence in Organizations.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
The main purpose of this course is to help the student to identify, understand and manage the behavioral aspects of power and its political manifestations. The course will focus on: 1) sources of power and influence at the macro level; 2) the organization as a political entity; 3) power and influence dynamics; 4) political behavior in relation to organizational structure; and 5) intensity and manifestations of political behavior.

MGT 843 — Women and Work.
Prerequisite: MGT 717 — Organizational Dynamics and the Management Process.
This course is designed to increase knowledge and understanding of current issues associated with sex roles in management including work/family problems. The primary focus is upon men and women who are currently managers and the issues concerning individuals who are potential candidates for managerial positions will also be discussed. Teaching methods include lecture and discussion, case analysis, and guest speakers.

MGT 910 — Directed Individual Study.
This elective course option involves a student initiated proposal to a willing and appropriate faculty member for a directed study project. Normally this is for three credits and completed during one semester. The faculty member and student must concur on a written proposal and final project. Approval by the Office of the Dean is necessary prior to registration.

MARKETING

The prerequisite for the following marketing electives is MKT 714 — Strategic Marketing.

MKT 810 — Marketing Research for Managers.
Covers the role of research in the marketing decision process, and 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.

MKT 813 — Marketing Communication Systems.
Covers 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.

MKT 815 — Consumer Behavior.
Applications of the behavioral sciences to understanding human behavior in the marketplace. Topics include individual and social influences on consumer decisions processes, attitudes, persuasion, motivation and other related matters of concern to the marketer attempting to develop and implement strategy.

MKT 817 — International 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 cross-cultural marketing.

MKT 819 — 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 MKT 714.

MKT 820 — 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; and planning and control of the field sales function.

MKT 910 — Directed Individual Study.
This elective course option involves a student initiated proposal to a willing and appropriate faculty member for a directed study project. Normally this is for three credits and completed during one semester. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

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

2620AM Corporate Finance.
Prerequisite: FIN 713 — Capital Management.
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.

2540AD 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 in-depth. 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.

International Business Offerings

In addition to the coverage of international topics in regular courses, the School of Management offers the following three special courses in international business at the graduate level.

Finance 825 — International Finance
Management 810 — Management of International Business
Marketing 817 — International Marketing

Students can take any combination of these courses to suite their own particular interests and needs. Refer to the departmental course listing for the nature and content of these courses. In addition to the course materials, business executives with extensive international experience are utilized as speakers and guest lecturers to expose students to the ways by which individual firms manage their own international business activities. In addition, under the Special Topics Option various departments offer periodic courses dealing with special international business issues in greater depth.

Advanced Professional Certificate Program

The Advanced Professional Certificate Program (A.P.C.) is a pragmatic program, beyond the M.B.A., designed for those professionals who wish to contemporize or broaden their knowledge of modern business practices, and to assist them in developing a competitive edge in our rapidly changing economic, social and political environment. It is open to qualified graduates of an M.B.A. program.

The A.P.C. is intended to provide today's executives with an opportunity to obtain advanced management education in areas with which they are unfamiliar, or to update their present base of knowledge. It will provide a foundation and better understanding

of concepts and practices for those moving into new areas of management or for those seeking advancement in their current functional or professional areas. The program also enables students to take elective courses they were unable to take during their regular M.B.A. program, and thus acquire a special competency.

The Advanced Professional Certificate program consists of five (5) 3-credit hour M.B.A. elective courses. Students will design their program specifically to satisfy their needs and objectives, with faculty approval and consultation if needed. The A.P.C. program may focus on a particular functional area, or may draw from several areas.

Courses for the A.P.C. program are offered during the day, and in the evening from 4:30 - 7:10 p.m. and 7:15 - 9:55 p.m., Monday through Friday, and on Saturday.

For a list of elective courses please refer to page 63 for a listing and pages 66-71 for a description of these courses. All courses will not be offered each semester. For the most up-to-date listing of courses being offered during any given semester, please refer to the course schedules available in the School of Management and Registrar's Office.

Executive M.B.A. Program

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

The Executive M.B.A. 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 or professionally-related experience is required.

This program provides currently employed men and women the opportunity to achieve senior managerial responsibility in business, government and non-profit organizations. The Executive M.B.A. 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 fields of Accounting, Computer Information Systems, Finance, Management and Marketing are required.

Students whose prior records permit admission directly to the upper level (700 level courses), can complete the M.B.A. degree requirements in as few as 55 instructional weeks. Students with no prior academic business preparation can complete the degree requirements in 110 instructional weeks.

New classes are admitted four times a year — in October, January, April and July.

Additional information about the program can be obtained by contacting the Director, Executive M.B.A. Program at (617) 723-4700, ext. 308.

Small Business Institute

Suffolk University School of Management is associated with the Small Business Institute of the Small Business Administration. The Institute sponsors a program in which students, as part of their class assignment, work with small, local businesses in need of assistance. The students act in a consulting capacity, applying the knowledge and skills they have developed during their career at Suffolk University.

The Small Business Institute is one of the 385 colleges nation-wide that are associated with the Small Business Administration in this manner. The School of Management has been involved in this program since its inception in the Boston area. For more information contact the Director of the Small Business Institute at Sufflok University (617) 723-4700, ext. 395.

Master in Public Administration Program

The M.P.A. Program offers a pragmatic approach to education in Public Management and Administration.

The program emphasizes and allows for the development of knowledge and expertise, enabling students to perform managerial and administrative work at all levels of government or in a public service institution.

Objectives

The major objective is to foster each student's potential as a public manager. The curriculum has been designed to meet the needs of students:

. . . who have no previous training for a career in the public service.

. . . who work in public service and are interested in further study and advancement, and

. . . who work in not-for-profit agencies, community as well as voluntary.

The Suffolk University M.P.A. Program is included on the National Roster of M.P.A. Programs which conform to the standards established by the National Association of Schools of Public Affairs and Administration for professional graduate degrees in public and not-for-profit management.

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

The M.P.A. curriculum is a 48-credit program (16 courses) which provides graduate instruction in all areas recommended by the National Association of Schools of Public Affairs and Administration.

There are eleven (11) required courses and five (5) electives in the M.P.A. curriculum, including an internship experience for pre-career students. Foundation courses PAD 711, 712, and 713 must be taken prior to the other required courses. It is suggested that the other required courses be taken in numerical sequence. PAD 758 and 759 should be taken close to the end of the program.

Required Courses

Course Number	Description	Credit
PAD 711	Foundations of Public Organizational Administration	3
PAD 712	Foundations of Public Policy Analysis	3
PAD 713	Foundations of Public Financial Administration	3
PAD 714	Legal Basis of Public Management	3
PAD 715	Quantitative Analysis	3
PAD 716	Public Personnel Management	3
PAD 717	Organizational Effectiveness in Government	3
PAD 718	Governmental and Fund Accounting	3
PAD 719	Governmental Financial Administration	3
PAD 758	Internship in Public Management (pre-career only)*	3
PAD 759	Practicum Seminar in Public Management	3

**In-service students may have PAD 758 waived, in which case a sixth elective course will be selected.*

Elective Courses

(Choose 5 elective courses.)

Course Number	Description	Credit
PAD 811	Politics of the Federal Bureaucracy	3
PAD 812	State and Local Administration	3
PAD 813	Administrative Strategies of Local Government	3
PAD 814	Intergovernmental Relations	3
PAD 815	Client and Community Relations	3
PAD 816	Analysis of Public Policy	3
PAD 818	Public Sector Labor/Management Relations	3
PAD 819	Administrative Strategies of Grants-in-Aid	3
PAD 820	Governmental Decision-Making	3
PAD 821	Human Service Integration	3
PAD 822	Public Management Information Systems	3
PAD 823	The U.S Health System	3
PAD 824	Health Financial Management	3
PAD 825	Health Politics and Law	3
PAD 826	Health Systems Analysis and Planning	3
PAD 827	Financing State and Local Government	3
PAD 828	Change in Public Policy: The Disability Rights Movement	3
PAD 829	Environmental Policy and Administration	3
PAD 830	Public Liaison Strategies	3
PAD 831	Disability Rights Implementation	3
PAD 832	Rehabilitation Programs	3
PAD 833	Special Topics in Public Management	3
PAD 834	Disability and Public Policy	3
PAD 836	Health Economics	3
PAD 910	Directed Individual Study	3

Students not taking PAD 758 will enroll in a sixth elective.

M.P.A. with Concentration in Health Administration

The M.P.A./Health Administration concentration has been designed to meet the present and expanding needs of managers in the area of hospital administration, public health, research, health planning, medical education, insurance and health care.

The curriculum integrates the disciplines of public management and health administration, providing those skills necessary to deal with the challenges of the political, social and economic environment, and the ever-increasing responsibilities of managers employed in the health field. The program is ideal for those seeking advancement or preparing for careers in public or private health care organizations.

The majority of courses are offered in the late afternoon and evening from 4:30 - 7:10 p.m. and 7:15 to 9:15 p.m., Monday through Thursday.

The concentration in health administration is achieved upon completion of the 7 required health courses and 10 required core courses in the M.P.A. program. All students are expected to complete the Practicum in Health Administration (PAD 759). Only pre-career students are required to take the Internship in Public Management/Health Administration (PAD 758).

To satisfy the requirements for the concentration in health administration, students are required to complete seven (7) courses of the following nine (9) courses.

Health Administration Concentration

Required Courses

Course Number	Description	Credit
PAD 821*	Human Services Integration	3
PAD 823	The U.S. Health System	3
PAD 824	Health Financial Management	3
PAD 825	Health Politics and Law	3
PAD 826	Health Systems, Analysis and Planning	3
PAD 829*	Environmental Policy and Administration	3
PAD 832*	Rehabilitation Programs	3
PAD 834*	Disability and Public Policy	3
PAD 836	Health Economics	3

**Students may take any two of these four (4) courses.*

Students enrolled in the M.P.A./H concentration are required to complete the following 10 M.P.A. courses. Please refer to pages 79-81 for course descriptions.

Course Number	Description	Credit
PAD 711	Foundations of Public Organizational Administration	3
PAD 712	Foundations of Public Policy Analysis	3
PAD 713	Foundations of Public Financial Administration	3
PAD 714	Legal Basis of Public Management	3
PAD 715	Quantitative Analysis	3
PAD 716	Public Personnel Management	3
PAD 717	Organizational Effectiveness in Government	3
PAD 718	Governmental and Fund Accounting	3
PAD 758	Internship in Public Management (pre-career only)	3
PAD 759	Practicum Seminar in Public Management	3

Executive M.P.A. Program

Suffolk University's Executive M.P.A. Program is open to men and women with five years of managerial experience in the public or private sector. Classes meet on Saturday.

Participation will be limited to small groups of 25. The program is designed

- to accommodate men and women who are pursuing a career in public service
- for those preparing for increased responsibilities in public management
- for those unable to attend day or evening classes during the week, and
- for those interested in earning an M.P.A. degree without interrupting his or her professional career.

Classes for the Executive M.P.A. Program will meet all day Saturday for eight (8), eleven (11) week quarters, or four (4) per year. Students will take two courses each quarter, one in the morning from 8:45 a.m. to 12:30 p.m. and a second during the afternoon from 1:15 p.m. to 5:00 p.m.

It is possible for students to take one course in the evening during the week and one on Saturday with the consent of the Director of the Executive Programs and the Chairperson of the Public Management Department.

Admission to the Executive M.P.A. Program 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:

1. completed application form
2. transcripts from all colleges/universities attended
3. two letters of recommendation
4. typewritten statement concerning interest in the Executive M.P.A. Program
5. current resume

Application deadline is one month prior to start of semester.

M.P.A./J.D. Program

Suffolk University School of Management and Law School offer a combined M.P.A./J.D. program integrating professional education in law and public management. It is ideal for those wishing to obtain the skills and concepts necessary for good public and non-profit sector management. The degree requirements for both degrees can be completed within four years.

Candidates for the M.P.A./J.D. program must meet the admissions criteria for both the M.P.A., as determined by the School of Management, and the J.D., as determined by the Law School. No student will be considered for admission to the School of Management until the Law School Admissions Committee has acted favorably. Candidates are, however, encouraged to file applications for both programs concurrently.

For more information, contact the Law School Admissions Office.

Master in Public Administration Program

Course Sequencing

Course	Prerequisites
PAD 715, Quantitative Analysis	PAD 712, Foundations of Public Policy Analysis
PAD 717, Organizational Effectiveness in Government	PAD 711, Foundations of Public Organizational Administration
PAD 718, Governmental & Fund Accounting	PAD 713, Foundations of Public Financial Administration
PAD 719, Governmental Financial Administration	PAD 713, Foundations of Public Financial Administration
PAD 816, Analysis of Public Policy	PAD 712, Foundations of Public Policy Analysis PAD 715, Quantitative Analysis
PAD 820, Governmental Decision Making	PAD 711, Foundations of Public Organizational Administration
PAD 827, Financing State and Local Government	PAD 718, Governmental and Fund Accounting PAD 719, Governmental Financial Administration

M.P.A. Required Courses

(Frequency and scheduling of courses subject to change.)

Units of Credit

Unless otherwise stated a course is equivalent to 3 units of credit (3 semester hour course, 1 term).

PAD 711 — Foundations of Public Organizational Administration.
The structures, functions, and processes of government organizations at various levels — federal, state, regional and local — will be examined. Students will explore the historical trends and political rationale for the present operations of the public sector. A review of research methods, techniques, and tools will be done, including identification of information sources and communication formats.

PAD 712 — 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.

PAD 713 — 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 government units.

PAD 714 — 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.

PAD 715 — Quantitative Analysis.
Prerequisite: PAD 712 — Foundations of Public Policy Analysis.
Quantitative approaches to issues of public management using descriptive and inferential statistics with the computer as the primary tool.

PAD 716 — Public Personnel Management.
Analysis of such emerging policy areas as equal employment opportunity, workforce planning, and flexitime as well as the traditional functions of recruitment, selection, appraisal, classification, compensation and retention. A balance between theory, issue discussion, and "hands-on" class exercises is maintained.

PAD 717 — Organizational Effectiveness in Government.
Prerequisite: PAD 711 — Foundations of Public Organizational Administration.
Examines small groups and organizations operations and practices; techniques for maximizing efficiency and/or effectiveness; evaluation analysis; concepts and approaches such as those of the Classicists, leadership, organizational development, and management by objectives; and elements of reorganization, innovation and change.

PAD 718 — Governmental and Fund Accounting.
Prerequisite: PAD 713 — Foundations of Public Financial Administration.
A comprehensive study of fund procedures and cost determination techniques for governmental units and other non-profit entities.

PAD 719 — Governmental Financial Administration.
Prerequisite: PAD 713 — Foundations of Public 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.

PAD 758 — Internship in Public Management.
A one-semester internship for those students without professional experience in government service or in private organizations working with government. The internship will form the basis for courses which must be taken concurrently. *It is recommended that this course be taken toward the end of your course work.*

PAD 759 — Practicum Seminar in Public Management.
Using the student's professional experience in government service or in private organizations working with the 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 it concurrently.

Electives

PAD 811 — Politics of the Federal Bureaucracy.
Evaluation of the interrelationships between the President, legislative committees, constituency groups, and administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions, e.g., personnel, regulation, program evaluation, and intergovernmental design.

PAD 812 — 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 changes and management practice in various geographical and functional areas. Impact on population growth and shifts on service delivery, and introduction to 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.

PAD 813 — Administrative Stratigies of Local Government.
Variations of administrative practice in local government will be described and analyzed. Impact of population growth and shifts on service delivery, and introduction of new demands and technologies on local management structures will be explored. Particular emphasis on one or more of the major areas of local government policy-making and service delivery, such as public safety, public education, land use, or property tax administration.

PAD 814 — 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. Issues such as regionalism, program mandates, and resource management will be explored.

PAD 815 — Client and Community Relations in Public Administration.
Covers 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 intervention by governmental agencies.

PAD 816 — Analysis of Public Policy.
Prerequisites: PAD 712 — Foundations of Public Policy Analysis, PAD 715 — Quantitative Analysis.
An interdisciplinary conceptual/analytical inquiry into the content and techniques associated with ongoing public policy decision-making. Includes applied field research, and computer/statistical processing of survey data.

PAD 818 — Public Sector Labor/Management Relations.
Detailed study of the public sector labor/management relations at the federal, state and local levels. Provides developmental analysis, trend data, conceptual frameworks and management techniques regarding collective bargaining, strike management, and contract management from a public management perspective.

PAD 819 — Administrative Strategies of Grants-in-Aid.
Prerequisites: PAD 811 — Policies of the Federal Bureaucracy, PAD 814 — Intergovernmental Relations, PAD 713 — Foundations of Public Financial Administration, PAD 718 — Governmental and Fund Accounting, PAD 719 — Governmental and Financial Administration.
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.

PAD 820 — Governmental Decision-Making.
Prerequisite: PAD 711 — Foundations of Public Organizational Administration.
Institutional and behavioral analysis of decision tools, techniques, and approaches with public sector applications. Particular effort will be placed on the analysis of decisions using modelling, decision trees, c.p.m., and choice and utility options. Case study method incorporated.

PAD 821 — 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.

PAD 822 — 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 in technological applications.

PAD 823 — The U.S. Health System.
An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation; and societal responses to the system.

PAD 824 — Health Financial Management.
An investigation and analysis of the financing of health care delivery and the related problems in the financial management of health care institutions. Topics include cost-funding concepts; reimbursement alternatives; budgeting principles; financial consideration in certificate of need, planning and governmental rate-setting; cost-containment strategies; and health insurance trends.

PAD 825 — Health Politics and Law.
An analytical investigation of the structural and functional aspects of the legal, institutional, and political factors which condition the character of the American health care industry, the role of the health care manager, the legislative process, administrative policymaking, and national trends related to political parties and interest groups. Topics in health care law include medical malpractice, informed consent, confidentiality of patient information, health care liability, and administrative law.

PAD 826 — Health Systems, Analysis and Planning.
This course deals with the application of analytical concepts, information systems, and planning processes to representative aspects of health services management. Readings, cases, and projects will examine how relevant quantitative and judgemental models can effectively aid in the analysis, planning, control, and evaluation of various health institutions and agencies.

PAD 827 — Financing State and Local Government.
Prerequisites: PAD 713 — Foundations of Public Financial Administration, PAD 718 — Governmental and Fund Accounting, PAD 719 — Governmental Financial Administration. (May be taken concurrently.)
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.

PAD 828 — Change in Public Policy: The Disability Rights Movement.
The process of change in public policy is one of the least understood parts of the study of policy. This course will examine theories of policy change and evaluate them within the context of the Disability Rights Movement.

PAD 829 — Environmental Policy Administration.
Analysis of the formulation and implementation of environmental protection and energy policies. Discussion of the economic, political and health-related consequences stemming from attempts to achieve a workable balance between energy sufficiency and environmental protection.

PAD 830 — Public Liaison Strategies.
Techniques and directives related to communication processing; both interpersonal communication and high speed information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of information officers in the public sector and public affairs managers in the private sector will be examined and contrasted. The management of public documents and the issues involved in "Sunshine Laws" and Privacy Acts will be included.

PAD 831 — Disability Rights.
The purpose of this course is to investigate the rights of disabled persons from the perspective of public policy. In the American system the understanding of civil rights is necessary to comprehend existing public policies and the service delivery problems connected with them. Only in such a context can the policies which effect disabled persons be understood.

PAD 832 — Rehabilitation Programs.
This course reviews the present state of public policy in the area of rehabilitation of disabled persons. This review will be done from the viewpoint of the policy analyst, the agency responsible for carrying out the program, and the disabled person.

PAD 833 — Special Topics in Public Administration.

PAD 834 — Disability and Public Policy.
An examination of the administration and impact of public policy toward disabled persons. The course will provide a knowledge of the disabled community and the policies which impact on it.

PAD 910 — Directed Individual Study.
This elective course option involves a student initiated proposal to a willing and appropriate faculty member for a directed study project. Normally this is for three credit hours, and completed during one semester. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

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Rahim Ashkeboussi, *Assistant Professor of Finance.* B.A., National University, Iran; M.B.A., Ph.D., St. Louis University.

Ludwig O. Dittrich, *Assistant Professor of Finance.* B.A., Charles University; M.A., Ph.D., Tufts University.

H. Thomas O'Hara, *Chairperson and Associate Professor of Finance.* B.S., St. Lawrence University; M.B.A., Ph.D., Clark University.

*Roger K. Shawcross, *Assistant Professor of Finance.* B.S., M.S., University of Rhode Island; C.L.U.

Harold B. Tamule, *Assistant Professor of Finance.* B.A., Colby College; M.S.B.A., Ph.D., University of Massachusetts, Amherst.

Demir Yener, *Associate Professor of Finance.* B.S., Ph.D., Ankara Academy of Economic and Commercial Sciences, Turkey; M.B.A., Syracuse University.

*Sabbatical

Management Department

William R. Allen, *Associate Professor of Management.* B.Sc., U.S. Coast Guard Academy; M.B.A., Ph.D., University of Florida.

Michael B. Arthur, *Associate Professor of Management.* M.B.A., Ph.D., Cranfield School of Management, England.

David Breyer, *Assistant Professor of Management.* B.S., M.B.A., Pennsylvania State University; Ph.D., University of Pittsburgh.

John Castellano, *Professor of Management.* B.S., University of New Hampshire; M.B.A., St. Louis University; Ph.D., State University of New York at Buffalo.

Joel Corman, *Professor of Management.* B.A., Brandeis University; M.B.A., Ph.D., University of Pennsylvania

Lynda B. Detterman, *Visiting Professor of Management.* B.S., Blufton College; M.A., Kent State University; Ph.D., Case Western Reserve University.

Jane Ives, *Assistant Professor of Management.* B.A., Mills College; M.Sc., Ph.D., London School of Economics, England

Bulent Kobu, *Associate Professor of Management.* B.S.M.E., M.S.M.E., Technical University of Istanbul; M.S.I.E., Purdue University; D.B.A., Istanbul University.

Lillian Little, *Assistant Professor of Management.* B.S., M.B.A., Ph.D., Syracuse University.

Richard B. Mann, *Assistant Professor of Management.* A.B., George Washington University; M.P., M.B.A., Ph.D., University of Southern California.

*Roger N. Millen, *Associate Professor of Management.* B.S., M.S., University of Massachusetts; Ph.D., Purdue University.

R. Paul Olsen, *Associate Professor of Management.* B.A., Rutgers University; M.B.A., University of Southern Mississippi; D.B.A., Harvard University.

Benjamin M. Perles, *Chairperson and Professor of Management.* B.S., Northeastern University; M.B.A., Ph.D., Boston University.

Daniel A. Sankowsky, *Associate Professor of Management and Director of Faculty Research.* B.A., University of Pennsylvania; Ph.D., University of California - Berkeley.

Charles J. Shelley, *Assistant Professor of Management.* B.A., Ph.D., University of Massachusetts, Amherst.

Norman Slater, *Associate Professor of Management.* B.S., J.D., Boston University; C.P.A., Massachusetts and Texas.

Lee Sutherland, *Assistant Professor of Management.* B.S., M.Ed., Suffolk University; M.B.A., University of Maine; Ed.D., Nova University.

Alberto Zanzi, *Assistant Professor of Management.* B.S., M.B.A., Utah State University; Ph.D., University of Southern California.

*Official Leave of Absence

Marketing Department

Nizamettin Aydin, *Visiting Associate Professor of International Marketing.* B.S., M.B.A., Indiana University; Ph.D., University of Michigan.

Wallace Feldman, *Professor of Marketing.* B.A., University of Pittsburgh; M.B.A., Northeastern University; D.B.A., Harvard University.

Madhav Kacker, *Associate Professor of Marketing.* B.Com., University of Agra; M.Com., University of Allahbad; Ph.D., Banaras Hindu University; M.B.A., D.B.A., Michigan State University.

Wandwossen Kassaye, *Associate Professor of Marketing.* B.S., Addis Ababa University; M.A., Ph.D., University of Illinois.

David R. Lambert, *Associate Professor of Marketing.* A.S., Ohio College of Applied Science; M.B.A., Xavier University; B.S., Ph.D., University of Cincinnati.

James D. Lindley, *Associate Professor of Marketing.* B.S., Ph.D., University of North Carolina.

Joseph P. Vaccaro, *Assistant Professor of Marketing.* B.S., Boston College; M.B.A., J.D., Suffolk University.

David R. Wheeler, *Chairperson and Associate Professor of Marketing.* B.A., M.B.A., D.B.A., Texas Tech University.

Public Management Department

Frances Burke, *Professor of Public Management.* S.B., Simmons College; M.A., Ph.D., Boston University.

Eric Fortess, *Associate Professor of Health Administration.* B.A., Antioch College; M.P.H., University of Hawaii; S.M., Sc.D., Harvard University.

Michael Lavin, *Chairperson and Associate Professor of Public Management.* B.A., St. Anselm's College; M.A., College of William and Mary; Ph.D., Tufts University.

Donald Levitan, *Professor of Public Management.* S.B., Boston College; M.A., Syracuse University; D.P.A., New York University.

David G. Pfeiffer, *Professor of Public Management.* B.A., M.A., University of Texas; M.Div., Episcopal Theological Seminary of the Southwest; Ph.D., University of Rochester.

Adjunct Faculty

Accounting Department

Rae D. Anderson, *Master Lecturer, Accounting.* B.S.B.A., M.S.B.A., Suffolk University; Diploma, Bentley College; C.P.A., Massachusetts; Consultant.

William Driscoll, *Master Lecturer, Accounting.* B.S., M.B.A., Suffolk University; C.P.A., Massachusetts; Returns Classifications Specialist, Internal Revenue Service.

David L. Fisher, *Senior Lecturer, Accounting.* B.S., M.B.A., Clarkson College of Technology; C.P.A., Massachusetts; Audit Manager, Peat, Marwick, Mitchell & Company.

Joseph Flynn, *Master Lecturer, Accounting.* B.S., Harvard University; M.B.A., Columbia University; C.P.A., Massachusetts; Tax Department and Partner, Arthur Young and Company.

Michael Koppel, *Senior Lecturer, Accounting.* B.A., Ohio Wesleyan University; M.B.A., Boston College; M.S., Bentley College; C.P.A., Massachusetts; Partner, Gray, Gray & Gray.

Timothy McCarthy, *Lecturer, Accounting.* M.S., Northeastern University; B.A., Holy Cross College; C.P.A., New Hampshire. Accounting Systems Consultant, Digital Equipment Corporation.

James Mariner, *Senior Lecturer.* B.S., Ohio University; M.S.T., Bentley College. Assistant Controller, Jordan Marsh.

Joseph Palombo, *Senior Lecturer, Accounting.* B.S., Holy Cross College; M.S., Bentley College; C.P.A., Massachusetts; Tax Manager, Coopers & Lybrand.

Lewis Sullivan, *Master Lecturer, Accounting.* B.S., M.B.A., Boston College; C.P.A., Massachusetts; Supervisory Auditor, Department of Defense.

Harold Tinney, *Senior Lecturer, Accounting.* B.S.A., Bentley College; M.B.A., Babson College; C.P.A., Massachusetts; Staff Accountant, Social Security Administration.

Business Law Department

Kenneth K. Quigley, Jr., *Lecturer, Business Law.* B.S., Boston College; J.D., Villanova University School of Law; C.P.A., Massachusetts. Attorney.

Stephen Tassinari, *Senior Lecturer, Business Law.* B.A., Harvard University; J.D., M.B.A., Boston University. Attorney, LoPresti Associates.

James P. Vozekas, *Senior Lecturer, Business Law.* B.A., State University of New York; J.D., New England School of Law; M.B.A., Suffolk University. Corporate Attorney, Blue Cross/Blue Shield.

Computer Information Systems Department

Edgar W. Care, *Lecturer, Computer Information Systems.* B.S.A., Bryant College; M.P.A., Suffolk University; M.A.P.A., Massachusetts; C.I.S.A., Massachusetts Systems Analyst, Bank of Boston.

Michael Goldsmith, *Master Lecturer, Computer Information Systems.* B.S., Camisius College; M.B.A., Boston College. Director Management Science Training, U.S. Office of Personnel Management.

Kevin Hunt, *Senior Lecturer, Computer Information Systems.* A.A.S., Suffolk County Community College; B.B.A., Hofstra University; M.B.A., Suffolk University. Business Systems Analyst, Digital Equipment Corporation.

Raymond Mathieu, *Senior Lecturer, Computer Information Systems.* B.A., Fordham University; M.B.A., Suffolk University. Systems Consultant, First National Bank of Boston.

Finance Department

Russell Doherty, *Lecturer, Finance.* B.A., Boston College; M.B.A., University of Massachusetts. Assistant Vice President, Shawmut County Bank.

Gregory Markham, *Master Lecturer, Finance.* B.S., Boston University; M.B.A., Suffolk University. Assistant Vice President, Malden Trust Company.

Joseph Mattison, III, *Lecturer, Finance.* A.B., Princeton University; M.B.A., University of Virginia. Sole Proprietor, Investments Consulting.

Management Department

David Baum, *Master Lecturer, Management.* B.S., Rutgers University; M.B.A., Suffolk University. Manager of Quality Control, Bay State Abrasive Company.

Clarence Cooper, *Master Lecturer, Management.* B.S., Pennsylvania State College; M.A., Temple University; M.P.A., Harvard University. Assistant Secretary for Management, Executive Office of Human Services.

Julian Edelman, *Master Lecturer, Management.* B.B.A., City College of New York; M.S., Columbia University. Systems Support Branch Manager, G.T.E. Government Systems.

Robert G. Flater, *Lecturer, Management.* B.A., Holy Cross; M.B.A., Harvard University. President, Renaissance Management Group, Inc.

David Grunebaum, *Senior Lecturer, Management,* B.A., Boston University; L.L.M., New York University; J.D., Boston University. Attorney, Snyder, Tepper & Comen.

Chester Higgins, *Master Lecturer, Management.* B.B.A., M.B.A., Northeastern University. Management Consultant.

Lila E. Lief, *Lecturer, Management.* B.A., New York University; M.B.A., Boston University. Management Consultant.

Thomas Martin, *Master Lecturer, Management.* B.A., Villanova University; M.B.A., Dartmouth College; Ph.D., Temple University. Senior Human Resource Development Consultant, Wang Laboratory.

David Miller, *Senior Lecturer, Management.* B.S., Tufts University; M.B.A., Harvard University; J.D., Suffolk University. President, WSI Corp.

James Nardone, *Senior Lecturer, Management.* L.L.B., Boston University; M.B.A., Boston College. Manager, Purchasing Services, Bank of Boston. C.P.M.

Sharon Parker, *Senior Lecturer, Management.* B.A., Harding College; M.S., University of Hartford. Senior Regional Marketing Representative, I.B.M. Corporation.

Herbert L. Selesnick, *Master Lecturer, Management.* B.S., M.S., Ph.D., Massachusetts Institute of Technology. President, Sterling & Selesnick, Inc.

Ernest Silver, *Master Lecturer, Management.* B.S., Northeastern University; M.B.A., Babson College. Management Consultant, Business Seminars Institute.

Patricia Stewart, *Master Lecturer, Management.* B.A., Douglass College; M.A.T., Ed.D., Harvard University. E.E.O. Coordinator, Bank of Boston.

Donald Summers, *Master Lecturer, Management.* B.A., University of Michigan; Th.M., Ed.D., Boston University. Vice President, Human Resources, Delmed, Inc.

Gerald Wasserman, *Senior Lecturer, Management.* B.A., University of Massachusetts; M.B.A., Columbia University. Management Consultant and Seminar Leader, Health Care Management Corporation.

John Williams, *Senior Lecturer, Management.* B.A., Pennsylvania State College; M.B.A., Boston College. Vice President-Human Resources, Commonwealth Gas Company.

Marketing Department

Warren Cormier, *Senior Lecturer, Finance.* B.A., University of Massachusetts; M.A., Ph.D. Candidate, Northeastern University. Director of Administration, Decision Research Corporation.

Philip Duffy, *Master Lecturer, Marketing.* B.S., Worcester Polytechnic Institute; M.B.A., Temple University. Business Services Manager, Foxboro Company.

Robert P. Gray, *Master Lecturer, Marketing.* B.S., Boston College; M.B.A., Suffolk University. Marketing Manager, Gillette Company.

Charles Kantor, *Master Lecturer, Marketing.* B.S.B.A., Northeastern Illinois University; M.B.A., Babson College. Assistant Corporate Director, New Business Development, Gillette Company.

Donald J. Short, *Master Lecturer, Marketing.* B.A., Colby College; M.B.A., Wharton. President, Fishery Products, Inc.

Louis Totino, *Master Lecturer, Marketing.* B.S., M.B.A., Boston College. Deputy Director-Marketing, Massachusetts State Lottery Commission.

Public Management Department

Henry Barr, *Master Lecturer, Public Management.* B.A., University of Massachusetts; M.B.A., Suffolk University; J.D., Boston College of Law. Legal Systems Analyst to Chief Justice, Massachusetts Superior Court.

Anthony Burke, *Master Lecturer, Public Management.* B.S.P.A., Ed.D., Boston University; M.P.A., Suffolk University. Director, Legislative Service Bureau, Commonwealth of Massachusetts.

David M. Cavalier, *Senior Lecturer, Public Management.* B.A., Suffolk University; M.H.A., George Washington University. Program Analyst, Massachusetts Department of Public Health.

John M. Connors, *Senior Lecturer, Public Management.* B.A., Boston College; J.D., Georgetown University Law Center. Administrative Attorney, Massachusetts District Court Department.

Thomas F. Fallon, *Master Lecturer, Public Management.* B.S., Holy Cross College; L.L.B., Boston University; M.P.A., Suffolk University. District Court Judge, Massachusetts Judiciary.

Kasper M. Goshgarian, *Lecturer, Public Management.* B.A., M.Ed., Northeastern University; M.B.A., Suffolk University. Deputy Commissioner, Massachusetts Rehabilitation Commission.

Wallace Kountze, *Senior Lecturer, Public Management.* B.A., Western New England College; M.Ed., Boston State College; M.U.A., Boston University; M.P.A., Suffolk University. Division Chief, U.S. Government, Division of Resource Management and Administration.

Joseph Lawless, *Senior Lecturer, Public Management.* B.A., M.A., Boston College; M.P.A., Suffolk University; Ph.D. Candidate, Boston College. Director of Research Planning and Legislation, Massachusetts General Court, House of Representatives.

James A. Lomastro, *Senior Lecturer, Public Management.* B.A., Villanova University; M.Ed., Boston University; Ph.D., Brandeis University, Florence Heller School. Chief Financial Officer, Shaughnessy Rehabilitation Hospital.

John B. O'Donnell, *Lecturer, Public Management.* B.A., Siena College; Ed.D., University of Northern Colorado; M.P.H., Harvard University of Public Health. Assistant Director, Massachusetts Department of Public Health.

Vincent C. Pivnicny, *Senior Lecturer, Public Management.* B.A., Lafayette College; M.S.B.A., Boston University; Ph.D., University of Pittsburgh. Senior Financial Analyst, Carney Hospital.

Mark Yessian, *Master Lecturer, Public Management.* B.A., Clark University; M.S., Ph.D., Syracuse University. Senior Analyst, Department of Health and Human Services.

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Undergraduate Admissions and Academic Standing
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Jonathan Frank
David Lambert, Chairperson
Mawdudur Rahman

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Rahim Ashkeboussi
Nizamettin Aydin, Chairperson
James Ghartey
Jane Ives
Madhav Kacker
David Silverstein
Norman Slater
David Wheeler

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William Allen
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Joel Corman
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Lillian Little
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Dr. Thomas P. Martin, *Manager, Human Resources Development, Wang Laboratories, Lowell*

University Calendar 1985-1986

Fall Semester 1985

June		
24-28	Mon.-Fri.	SOM and CLAS New Freshmen Orientation and Registration
July		
6		Executive M.B.A. and M.P.A. classes convene
August		
26-28	Mon.-Wed.	Orientation and Registration — New Transfer Students
September		
2	Monday	Late registration for returning students
2	Monday	*Labor Day Holiday*
3	Tuesday	Evening classes (4:30 p.m. and later) convene
4	Wednesday	Day classes convene
7	Saturday	Saturday classes convene
13	Friday	Last day for Non-degree student admission and for late registration
18	Wednesday	Last day for course changes
25	Wednesday	Last day for filing application for Spring and Summer final make-up examinations
28	Saturday	Executive M.B.A. and M.P.A. classes convene
October		
14	Monday	*Columbus Day Holiday* (See Oct. 15 make-up)
15	Tuesday	Monday evening classes (4:30 p.m. and later) meet on Tuesday, October 15 to make up for holiday. Tuesday evening classes cancelled.
16-17	Wed.-Thurs.	Spring and Summer final examination make-up
28	Monday	Last day to apply for February graduation Last day for withdrawal without penalty of "F" grade
November		
11	Monday	*Veterans Day Holiday*
27-1	Wed.-Sun.	*Thanksgiving* Recess begins 1:00 p.m. Wednesday, November 27 through Sunday, December 1
December		
2-6	Mon.-Fri.	Spring 1986 Pre-registration for students currently attending
11	Wednesday	Last classes for Fall semester
12-18	Thurs.-Wed.	Fall Semester final examinations; no exams in preceding week
19	Thursday	Winter vacation Thursday, December 19 thru Sunday, January 5, 1986
27	Friday	Faculty submit Fall grades

Spring Semester 1986

January		
4	Saturday	Executive M.B.A. and M.P.A. classes convene
6-8	Mon.-Wed.	Orientation and Registration for New Students
9	Thursday	Late Registration for returning students
13	Monday	Day and evening classes convene
17	Friday	Last day for non-degree student admission and last day for late registration
18	Saturday	Saturday classes convene
20	Monday	*Martin Luther King Holiday observed*
24	Friday	Last day for course changes Last day for filing application for Fall final make-up examinations
31	Friday	Last date to apply for June graduation
February		
11-12	Tues.-Wed.	Fall final examination make-up
17	Monday	*Washington's Birthday Holiday*
March		
10	Monday	Last date for withdrawal without penalty of "F" grade
17	Monday	*Evacuation Day Holiday*
16-23	Sun.-Sun.	Spring Vacation
29	Saturday	Executive M.B.A. and M.P.A. classes convene
April		
7-18	Mon.-Fri.	Faculty advising and registration for students continuing in the Summer session
21	Monday	*Patriot's Day Holiday* (See April 22 make-up)
22	Tuesday	Monday classes, 4:30 p.m. or later, meet to make up for holiday. Tuesday evening classes cancelled.
21-	Mon.	Fall 1986 Faculty and pre-registration for students currently attending
May		
2	Fri.	
3	Saturday	Last day of classes for Spring semester
5-10	Mon.-Sat.	Final Examinations
14	Wednesday	Faculty submit Spring grades
26	Monday	*Memorial Day Holiday*
June		
8	Sunday	Commencement Day

Summer Session 1986

May 13-June 20	First Six-Week Day Session
May 13-July 1	First Seven-Week Evening Session
July 8- August 15	Second Six-Week Day Session
July 8-August 21	Second Seven-Week Evening Session

To Boston and Suffolk University

As a commuter institution, Suffolk University urges students to use public transportation whenever possible. The University is adjacent to the Massachusetts State House and near the "New Boston" Government Center, only a short walk from MBTA subway stations at Park Street, Government Center, Bowdoin, North Station, and Charles Station. It is also readily accessible by major buslines and railroads.

Students who must commute by automobile may park at the Charles River Plaza Garage, Boston Common Garage and the Government Center Garage.

Persons traveling by car to Suffolk University from outside of Boston should use the following directions:

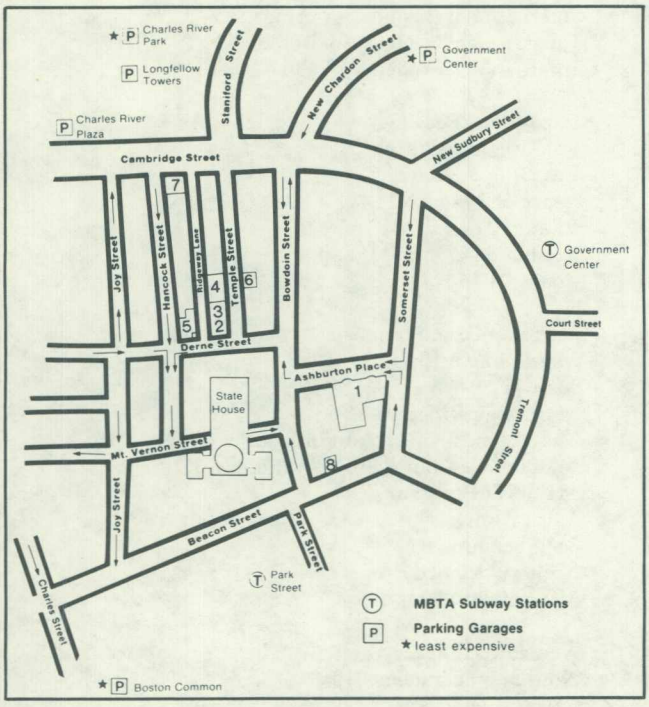
From the South — Southeast Expressway to the Causeway Street exit; Causeway Street to Staniford Street; right onto Cambridge Street to a public parking garage adjacent to Holiday Inn.

From the North — Expressway south to Haymarket Square exit; Government Center Garage at exit; or take New Chardon Street to Cambridge Street; right on Cambridge to public parking garage.

From the West — Massachusetts Turnpike and Turnpike Extension to Expressway; Expressway north to Causeway Street exit; Causeway to Staniford Street; right onto Cambridge Street to public parking garage.

To Friedman Lab — Maine Turnpike to Augusta; Rt. 3 to Belfast; from Rt. 3 Belfast to Rt. 1 North to R.S. Friedman Cobscook Bay Lab, Edmunds, Maine.

Public Garages — Boston Common Garage at Charles Street; Longfellow Towers Garage at Staniford Street; Charles River Plaza Garage at Cambridge Street; Government Center Parking Garage at New Sudbury Street; Charles River Garage at Lomasney Way.



Key to Suffolk University Map

1. **Frank Sawyer Building**
   8 Ashburton Place —
   School of Management, Accounting, Undergraduate Admissions, Graduate Admissions, Cafeteria, Financial Aid, Mildred Sawyer Library, John P. Chase Computer Room, Placement, Registrar.
2. **Archer Building**
   20 Derne Street —
   President's Office, Dean of Students, Counseling Center, Science Laboratories.
3. **Suffolk University Auditorium —**
   55 Temple Street.
4. **Donahue Building**
   41 Temple Street —
   Law Building.
5. **Fenton Building**
   32 Derne Street —
   College of Liberal Arts and Science, Health Center.
6. **56 Temple Street —**
   Law School Offices.
7. **Ridgeway Building**
   148 Cambridge Street —
   Student Activities Center.
8. **11 Beacon Street —**
   Alumni/Development, Public Relations, Personnel, Institutional Research.

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