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SUFFOLK



UNIVERSITY

SCHOOL OF

MANAGEMENT

1986-87



UNDERGRADUATE AND



GRADUATE BULLETIN

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Suffolk University

School of Management

Undergraduate and Graduate Bulletin 1986-1987

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, 8 Ashburton Place, 7th 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).

An Act Excusing the Absence of Students for Their Religious Beliefs

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

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Enrollment

	<i>Full Time</i>	<i>Part Time</i>	<i>Total</i>	<i>Full Time Equivalent</i>
College of Liberal Arts and Sciences				
Undergraduate	1154	432	1586	1316
Graduate	6	87	93	35
	1160	519	1679	1351
School of Management				
Undergraduate	1199	626	1825	1438
MBA	56	569	625	231
MPA	16	145	161	65
Executive MBA	0	112	112	40
Executive MPA	0	13	13	5
Certificate Prog.	0	9	9	2
	1271	1474	2745	1782
Law School	940	768	1708	1447
Totals	3371	2761	6132	4580

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

Locations

Beacon Hill, Boston, adjacent to the Massachusetts State House and near 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 95,000 volumes

Microtexts 370,000 volumes

Collection of Afro-American Literature 2,500 volumes

Periodical Subscriptions 3,880 titles

Fenway Library Consortium 2,008,000 volumes

Faculty

	<i>Full Time</i>	<i>Part Time</i>
College of Liberal Arts & Sciences	104	110
School of Management	58	34
Law School	54	33

Finance

Endowment	\$ 10,083,000
Plant Assets	31,216,000
Operating Budget	29,319,000

Tuition

College of Liberal Arts & Sciences	
Undergraduate	\$5796
Graduate Education	\$6450
School of Management	
Undergraduate	\$5796
MBA	\$7830
MPA	\$7575
Executive MBA	\$968 per 3 credit course
Executive MPA	\$859 per 3 credit course
APC	\$783 per 3 credit course
Law School	
Day	\$7700
Evening	\$5775

Financial Aid

Federal	\$2,133,003
State	1,335,221
University	990,604
Other	1,098,083
Guaranteed Student Loans	8,025,984

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

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, and Soccer.

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

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

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

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, 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 univer-

sity 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 dynamic 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, increasingly, 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 to challenge the most capable.

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 in 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 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 Assembly of Collegiate Schools of Business, American Association of Colleges for Teacher Education, American Bar Association, 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, Association of Governing Boards, Association of Independent Colleges and Universities of Massachusetts, 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 in addition 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 successful 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.

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.

The following validation options 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 Director of Advising and Assessment, Dean's Office, School of Management.

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.

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

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.

Communication Process Selected freshmen 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 and who left in good academic standing should request a special re-entry form from the Admissions Office. Students seeking re-admission after 12 months will be re-admitted under the current curriculum.

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 is available from the Admissions Office. Students are encouraged to contact this office early in the spring to insure the availability of good housing near the university.

Admissions Information Applications for undergraduate admission may be obtained by writing to the Office of Undergraduate Admissions, 8 Ashburton Place, Boston, Massachusetts 02108. The Office of Undergraduate Admissions 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 — 1986-1987

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 to 15 credit hours per term, day or evening. 16th or 17th credit hour will be allowed as Labs only.

Full-Time Course Load

Undergraduate	\$5796 per year \$2898 per semester
Graduate MPA	\$7575 per year \$3787.50 per semester
Graduate MBA	\$7830 per year \$3915 per semester
Graduate MED	\$6450 per year \$3225 per semester
Excess Courses	\$ 193 per semester hour — undergraduate \$ 253 per semester hour — graduate MPA \$ 261 per semester hour — graduate MBA \$ 215 per semester hour — graduate MED

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

Undergraduate	\$492 per 3 credit course \$164 per semester hour
Graduate — MPA	\$759 per 3 credit course \$253 per semester hour

Graduate — MBA	\$783 per 3 credit course \$261 per semester hour
Graduate — MED	\$645 per 3 credit course \$215 per semester hour
Executive MBA	\$968 per 3 credit course
Executive MPA	\$859 per 3 credit course
APC	\$783 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.

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, an additional \$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 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 1986 Summer Session rate will be: (3 semester hour courses)

Undergraduate	\$429 per course
MPA	\$660 per course
MBA	\$681 per course
MED	\$561 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 (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 course designated with an "L" or "F" in the course title)	30
Change of Course (charged after second week)	10

SCUBA	204
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 and ACP)	5
All MBA and ACP	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 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 circumstances and student summer and/or part-time earnings also have a bearing on financial need. As a member of The College Scholarship Service, 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 apply for 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).

Loans

Federal

Guaranteed Student Loan Program

The Guaranteed Student Loan Program 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:

<i>Category</i>	<i>Annual Loan Limits</i>	<i>Aggregate Loan Limits</i>
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, income verification 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. Graduate students and self-supporting undergraduates are now eligible to borrow through this program. 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.

Application forms can be obtained 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 available in the Student Accounts 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.

Private

Alliance Education Loan Program This newly established loan program provides students and/or parents with an innovative way to finance an education. Loans are made on the basis of the credit worthiness of the borrower. There is no upper income limit. The maximum loan amount is determined by the Office of Financial Aid and is equal to the student's total annual education costs minus any financial aid he/she is receiving. The amount cannot exceed \$15,000 but applicants must be willing to borrow a minimum of \$3000. The Alliance Loan is a variable rate loan. Borrowers may defer payment of principal and pay only interest while the student is enrolled at least half-time.

Scholarships/Grants

Federal

Pell Grant (formally 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 Financial Aid Form 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 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.

Supplemental Educational Opportunity Grant This program is available to full and part-time undergraduate students.

State

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 \$1460.

Gilbert Matching Grant This state program is available for full-time undergraduates who are recipients of a Massachusetts Adult Learner Grant. Priority for these awards is given to full or part-time undergraduates who are head-of-household A.F.D.C. recipients.

Graduate Grant Full or part-time graduate students are eligible for consideration. Recipients must be Massachusetts residents.

Suffolk University Scholarships

Trustee's Scholarship This institutionally funded scholarship program is available to full or part-time undergraduate and graduate students.

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 freshman.

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 and Massachusetts Educational Program

These programs provide student with employment opportunities either on the university campus or with various non-profit off-campus organizations/agencies. The Office of Financial Aid makes every effort to provide opportunities which offer work experience related to the student's educational objectives. The earnings from employment 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.

Suffolk University

Fellowship Program A number of fellowship opportunities are available for full and part-time graduate students. Recipients assist faculty and administrations with research projects or administrative tasks in exchange for tuition remission. Some fellowships also carry a stipend. These awards are based on merit.

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 & Personal	1000	500	1000
Meals on Campus	900	1000	700
Transportation	700	700	900
	<u>\$9640</u>	<u>\$10,777</u>	<u>\$11,148</u>

Confidentiality All information provided to the Office of Financial Aid is regarded as confidential and cannot be released without the expressed written consent of 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 undergraduate student financial assistance must be submitted to the Office of Financial Aid. A complete application includes filing of the Financial Aid Form of the College Scholarship Service, Suffolk University Aid Application and official statements of income (i.e., tax return copy). Graduate student financial aid applications must be submitted by *APRIL 1*.

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

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

Employer Support Many students receive direct tuition assistance from their employer as an employment benefit. Contact your Personnel Office for information. For information on ROTC remuneration and scholarships, refer to the Military Science section of the College of Liberal Arts and Sciences bulletin.

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 an environment 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 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 Office of Career Services and Cooperative Education 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 at the School of Management Information Desk, 6th 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 should be sure to schedule an early appointment with their advisor during faculty office hours. During registration period students should consult only with their assigned faculty advisor to ensure informed advising. 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 Information Desk 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 off the main lobby of the Donahue Building on Temple Street. The Bookstore, in addition to carrying textbooks and supplies for courses, also carries clothing and gift items, and 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 Services and Cooperative Education Office The Career Services and Cooperative Education Office assists students in developing career objectives, exploring career alternatives and initiating the strategies and techniques necessary to secure successful, fulfilling employment.

Freshmen, sophomore and transfer students are especially encouraged to familiarize themselves with the services available to them through the office. These services include:

- Career counseling

- Career exploration opportunities, including internships, career-related part-time jobs and cooperative education placement

- Workshops and mini-courses focused on career opportunities, resume writing and interview skills

- Alumni career advisory assistance

- Full and part-time job listings and on-campus recruiting

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

Cooperative Education 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 4 1/2 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.

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

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 a 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 Management 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 also 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, dBASE III, SYMPHONY, DATA BASE, 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 system and PRIME producer 100 workstations.

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 microcomputer facilities on campus. Several local stores offer discounts on hardware and software to Suffolk University students. Orientation on equipment selection is available 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 a one or a two may be part of a two-semester sequence, with part one normally completed before part two is undertaken. Letter pre-fixes indicate: (F) extra

fee assessed, (L) lab fee assessed, (X) no lab fee assessed, and (H) honors course.

Economics Tutoring Students needing assistance with economics courses should make arrangements through the Economics Department (Beacon Street, 7th floor).

Evening Division Student Association (EDSA) is the student government body which represents all evening and/or part-time students who are, by definition, members of the association. The voting EDSA executive board is comprised of 15 individuals who are elected by the association each April and throughout the academic year. The EDSA budget is comprised of the \$5.00 activities fee which is used to provide EDSA's constituents with activities and services designed to improve the quality of life at Suffolk. Those interested in becoming voting members or learning more about EDSA should direct correspondence to the Sawyer mailroom, Box 11.

Health Center The University's Health Service Department has the responsibility for providing emergency care and referral information 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, gynecological services, venereal disease evaluation and referral, pre-marital blood work, allergy injections, throat and urine cultures, and sports physical examinations. We also offer health education programs, including weight reduction, nutrition information, and smoking cessation.

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

Health insurance information and applications can be obtained from the Health Service Office located on the first floor of the Fenton

Building, Room 104, telephone extension 260.

All accidents or injuries occurring on university property as well as any student contracting or exposed to a communicable disease should immediately contact the Health Service Office.

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 Instructional Television Viewing Room. The Walk-In Production Center is located in Sawyer Room 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 3/4" or 1/2" videotapes. There is no charge for this service. Please call ext. 168 for hours.

International Student Advisor The International Student Office is prepared to assist international students in official relations with a student's home government. If other assistance is needed, the International Student Advisor will refer the international student to the appropriate faculty member, the Dean of Students, the Student Activities Office, the University Counseling Center or the Learning Resource Center. The International Student Office serves as a center for helping international students with any personal or academic problems, as well as a referral office and liaison office with other departments in the university.

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, ext. 235.

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

Pre-Law Advising The Pre-Law Advising Committee provides students with access to current information concerning preparation for and admission to law school. A list of the Pre-Law Advising Committee members is regularly published in the student newspapers at the beginning of each academic year. Throughout the year, faculty in the Business Law Department serve School of Management students interested in pre-law advising.

The Mildred F. Sawyer Library occupies the first two floors and two floors below street level of the Frank Sawyer Building at 8 Ashburton Place. It contains a collection of 95,000 volumes, more than 1,300 current periodicals, and 11,000 microfilm reels and 90,000 microfiche. Course-required textbooks and other materials are kept on reserve on the second floor. Special collections include annual reports of American corporations and the Collection of Afro-American Literature. Microtext collections include a history of American business, non-governmental statistical publications, and 19th century Americana. The University Archives is housed on B floor of the library.

The Sawyer Library has seating for 400 students, with study carrels, 3 group-study rooms, and a browsing area where current newspapers, magazines, and "best seller" books may be found. Also provided are typewriters, coin-operated photocopiers, microform reader/printers, and word processors.

A major strength of the Sawyer Library is its Reference Department. Four full-time reference librarians provide help in using the library's many services. Along with the usual tools of an academic reference department, the reference area has a strong collection of special encyclopedias, directories, indexing and abstracting services, and business services. In addition, there are selected census materials and computerized access to hundreds of bibliographic and other databases.

When additional resources are needed, the library can refer users to the appropriate library among the many in the Boston area. The holder of a current Suffolk University I.D. can use any of the 13 libraries of the Fenway Library Consortium. Students can use the Boston Public Library, including the Kirstein Business Branch, the State Library, and several other academic libraries. Also, a number of the banking, governmental, business, and association libraries in downtown Boston allow public access.

The library is open during the school terms as follows:

Monday through Thursday 8:00 a.m. to 11:00 p.m. Friday 8:00 a.m. to 9:00 p.m. Saturday 10:00 a.m. to 6:00 p.m. Sunday 1:00 p.m. to 10:00 p.m.

The library is closed on most holidays and on Sundays during the summer sessions.

Military Science Program (Army ROTC)

Army ROTC is an officer training program contractually agreed to by the 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.

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

The Office of the Assistant to the President is located in the Archer Building.

Robert S. Friedman Field Station The Robert S. Friedman 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 faculty or the Learning Resource Center to the Director of Developmental English, or students may make an appointment with the director for assessment. Undergraduate students with superior abilities in English serve as peer tutors.

University Bulletin Boards Information posted on the official university bulletin boards located in the Fenton and Sawyer Buildings must be authorized by the Student Activities Office.

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 Room 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 3.1 average, 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. Enrollment is the first month of fall and spring semesters.

FMA National Honor Society Suffolk School of Management's Chapter of the Financial Management Association National Honor Society rewards scholarship and achievement in Finance by undergraduate and graduate students. Requirements: Undergraduate: Finance major, 61 credits completed, and 3.3 or better cumulative average in both overall average and in at least 3 designated finance courses; Graduate: 15 credits of upper level courses or more, 3.5 or better overall cumulative average, and 3.7 average in three designated finance-related courses. Enrollment is the first month of the fall and spring semesters.

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, has maintained its Theta Lambda Chapter at Suffolk since 1962. Composed of both faculty and student members, the Theta Lambda Chapter is comprised of scholarly individuals who have earned outstanding records, both in the classroom and on campus. 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 and a minimum 3.0 grade point average, 3) completion of at least five courses in psychology or completion of four courses and current enrollment in the fifth, and 4) 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 phys-

ics 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 con-

sideration, a student must have accrued the following minimum credit hours while in attendance at Suffolk University.

<i>Class</i>	<i>Minimum Earned Credit Hours at Suffolk University</i>
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 informa-

tion, contact the Student Activities Office and consult 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
 Literary Society
 Modern Language Club
 MBA Association
 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 Council (PC)
 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
 Sociology Club
 Suffolk Evening Voice
 Suffolk Journal
 Suffolk Peace Group
 Tau Kappa Epsilon (Social)
 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.

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.

The registration process includes checking to ensure that students are well prepared for their courses:

- prerequisites must be completed for courses in question;
- undergraduate students must complete a minimum of 50 credits in order to take 300, 400 level courses (except Accounting courses)
- MBA students must complete all lower (600) level courses before enrolling in upper (700, 800) level courses;
- an approved petition must be on file to take more than 16 credits.

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 found in the Dean of Students Office in the Archer Building.

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.

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 average is 2.5 or better at the time of the petition. Application for the additional course should be made at the Registrar's Office at the time the student is planning a program in advance of Registration Day. Students in their first two full semesters, excluding summer sessions, are limited to five courses.

In all other cases, permission to take an additional course must be obtained in advance from the 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 The purpose of directed independent study is to provide students with unique study opportunities with individual faculty. The guidelines with respect to independent assignments are as follows:

- 1) Undergraduates must have a 2.5 average, and graduate students must have a 3.5 average. Independent assignments are not intended to substitute for regular courses.
- 2) Students should complete the request prior to registration.
- 3) The description of the independent study must be approved not only by the individual faculty member but by the department chair and the Dean's staff.
- 4) Standards of performance for independent study should be consistent with those of other parts of the academic program.
- 5) Adjunct faculty do not supervise independent study.

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 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, Room 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.

<i>Letter Grade</i>	<i>Honor Point Equivalent</i>
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 evaluative 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.

"B-", "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 (34.0 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.

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 re-admission 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

<i>Maximum Number of Credits Earned</i>	<i>Subject to Probation</i>	<i>Subject to Dismissal</i>
End of Freshman Year (3 courses completed, or less than 25 credits earned)	grade point average of 1.50-1.79	grade point average less than 1.50
End of Sophomore Year (18 courses completed, or less than 55 credits earned)	grade point average of 1.60-1.89	grade point average less than 1.60
End of Junior Year (26 courses completed, or less than 85 credits earned)	grade point average of 1.80-1.99	grade point average less than 1.80
Mid-Senior Year (33 courses completed, or more than 100 credits earned)	grade point average of 1.85-1.99	grade point average less than 1.85
End of Senior Year (40 courses completed, or at least 122 credits earned)	grade point average of 2.0 or better to qualify for graduation	grade point average of 2.0 or better to qualify for graduation

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 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

Upon failing 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, including the date of the last semester attended. 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. A \$15.00 processing fee is required.

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.

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 aver-

age 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. The form can be obtained in the Dean of Student's office. The student is also expected to have an exit interview with the Dean of Students concerning the reason for withdrawal from college.

Auditing Students may audit a course. For an audited course, a student will not receive credit or honor points; however, a student must pay the same tuition as if taking the course for credit. It is the student's responsibility to inform the instructor that he/she is auditing the course during the first two weeks of classes. Under no circumstances may a student change from 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.

School of Management minors are available in 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 intensive study of a minimum 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 com-

plying 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.

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

ACT 212 Principles of Accounting II*

ACT 311 Managerial Accounting I
ACT 312 Managerial Accounting II
ACT 321 Intermediate Accounting I
ACT 322 Intermediate Accounting II
ACT 331 Cost Accounting
ACT 332 Accounting Information Systems
ACT 410 Accounting Theory
ACT 411 Advanced Accounting I
ACT 412 Advanced Accounting II
ACT 413 Auditing
ACT 415 Institutional & Govtl. Acct.
ACT 421 Taxation
ACT 422 Advanced Taxation

Prerequisites

ACT 211 Principles of Accounting I
Math 111 Finite Math
ACT 212 Principles of Accounting II
ACT 311 Managerial Accounting I
ACT 212 Principles of Accounting II
ACT 321 Intermediate Accounting I
ACT 212 Principles of Accounting II
ACT 331 Cost Accounting
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
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.*

Business Law Courses

BLAW 214 Law of Contracts and Commercial Transactions
BLAW 315 Law of Business Associations and Property

Prerequisites

BLAW 213 Legal & Social Environment of Business
BLAW 213 Legal & Social Environment of Business

Computer Information Systems Courses

CIS 213 Bus. Programming w/COBOL
CIS 214 Advanced COBOL
CIS 313 Systems Analysis and Design
CIS 410 Management Information Systems
CIS 413 Information Systems Consulting
CIS 415 Packaged Software Products
CIS 419 Special Topics in CIS
CIS 420 Computer Simulation & Modeling
CIS 423 Data Base Management Systems

CIS 424 Managerial Applications of Microcomputers

Prerequisites

CIS 211 Introduction to Computer Information Systems
CIS 213 Business Programming w/COBOL
CIS 211 Introduction to Computer Information Systems
CIS 313 Systems Analysis and Design
CIS 313 Systems Analysis and Design
CIS 211 Introduction to Computer Information Systems
CIS 211 Introduction to Computer Information Systems
CIS 211 Introduction to Computer Information Systems
CMPSC 131 Computer Programming I
CIS 214 Advanced COBOL
CIS 313 Systems Analysis and Design

Finance Courses

FIN 310 Business Finance

FIN 315 Principles of Investments
 FIN 317 Real Estate
 FIN 410 Analysis of Financial Statements
 FIN 413 Investment Analysis & Portfolio Management
 FIN 417 Multinational Financial Management
 FIN 419 Problems of Managerial Finance

FIN 432 Financial Institutions

Prerequisites

ACT 212 Principles of Accounting II
 EC 281 Principles of Econ. I-Micro.
 EC 282 Principles of Econ. II-Macro
 MATH 113 Elementary Statistics or
 EC 291 Introduction to Statistics I
 FIN 310 Business Finance
 FIN 310 Business Finance
 FIN 310 Business Finance
 FIN 315 Principles of Investments
 FIN 310 Business Finance
 FIN 310 Business Finance in addition to any two
 finance electives. Must be taken in last year.
 FIN 310 Business Finance
 EC 383 Money and Banking

Management Courses

MGT 310 Principles of Management

MGT 313 Personnel Administration
 MGT 315 Materials Management

MGT 317 Organizational Behavior
 MGT 319 Productions & Operations Management
 MGT 320 Management of Small Business

MGT 323 Labor Relations
 MGT 325 Career & Life Planning for Management
 MGT 326 Fundamentals of Entrepreneurship

MGT 327 Starting New Ventures

MGT 410 Quantitative Decision Making

MGT 419 Problems of General Management
 (must be taken in senior year)
 MGT 429 Business Policy
 (must be taken in senior year)

Prerequisites

ACT 212 Principles of Accounting II
 EC 281 Principles of Economics I-Micro
 EC 282 Principles of Econ. II-Macro
 MATH 113 Elementary Statistics or
 EC 291 Introduction to Statistics I
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 MKT 310 Principles of Marketing
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 MKT 310 Principles of Marketing
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 MKT 310 Principles of Marketing
 MGT 310 Principles of Management
 MGT 310 Principles of Management
 EC 291 Introduction to Statistics I or
 MATH 113 Elementary Statistics
 MGT 310 Principles of Management

 FIN 310 Business Finance
 MKT 310 Principles of Marketing
 MGT 310 Principles of Management
 MGT 317 Organizational Behavior

**Marketing
Courses**

MKT 310 Principles of Marketing

MKT 313 Sales Management
MKT 315 Promotion Management
MKT 317 Consumer Behavior
MKT 319 Marketing Research
MKT 321 Introduction to International Business
MKT 419 Marketing Policies and Strategies

MKT 421 International Marketing
MKT 423 Retail Management

Prerequisites

ACT 212 Principles of Accounting II
EC 281 Principles of Econ. I- Micro
EC 282 Principles of Econ. II- Macro.
EC 291 Introduction to Statistics I or
MATH 113 Elementary Statistics
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing and two of the
following three: MKT 313, MKT 317, MKT
319.
MKT 310 Principles of Marketing
MKT 310 Principles of Marketing

**College of Liberal Arts and Sciences Prerequisites
Courses**

EC 281 Principles of Economics I-Micro.
EC 282 Principles of Economics II-Macro.
EC 383 Money and Banking

All science courses, except Biology

Prerequisites

MATH 111, MATH 112, Finite Math I, Finite Math II
EC 281 Principles of Economics I -Micro.
EC 281, EC 282 Principles of Economics I, II- Micro
and Macro
MATH 111, MATH 112, Finite Math I, Finite Math II

Accounting Major

The objective of the undergraduate program in Accounting is to serve 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 27 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	Sem. Hrs.
ENG 101-102	Freshman English I-II 6
MA 111-112	Finite Math I-II 6
PSY 114,	General Psychology,
GOVT 103,	American Government,
or SOC 112	or Introduction to Sociology 3
Hum./Phil./Hist./Language Option* 6
Natural Science Option* 8
Liberal Arts Elective 3

Sophomore	Sem. Hrs.
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
EC 281-282	Principles of Economics I-II
	(micro-macro) 6
BLAW 213	Legal Environment of Business 3
CIS 211	Introduction to Computer
	Information Systems 3
EC 291	Introduction to Statistics I
or MA 113	or Elementary Statistics 3
Liberal Arts Elective 3

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

*See electives and options offered by the College of Liberal Arts and Sciences.

**Should be taken in the final year.

***Business electives must be taken in the School of Management.

Required Courses: (9) Sem. Hrs.

Intermediate Accounting I-II . . .	ACT 321-322	6
Cost Accounting	ACT 331	3
Accounting Information	ACT 332	3
Systems: Cost & Managerial Application		
Advanced Accounting I-II	ACT 411-412	6
Auditing	ACT 413	3
Taxation	ACT 421	3
Law of Contracts and	BLAW 214	3
Commercial Transactions or		
Law of Business Associations . . .	BLAW 315	3
and Property		

Elective Courses:

Accounting Theory	ACT 410	3
Institutional and		
Governmental Accounting . . .	ACT 415	3
Advanced Taxation	ACT 422	3
Directed Individual Study	ACT 510	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. The area of international accounting is discussed.

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 Math 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. International aspects of managerial accounting are included. *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. International aspects of managerial accounting are considered.

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 is placed 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.

A continuation of ACT 331, 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.

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. International aspects of advanced accounting are discussed.

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.

Business Law Courses**BLAW 213 — Legal and Social Environment of Business.**

A study of the legal environment within which the contemporary, private business enterprise and individual entrepreneur must operate. Emphasis is placed on the historical, 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.

Prerequisite: BLAW 213 — Legal Environment of Business.

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).

BLAW 315 — Law of Business Associations and Property.

A detailed 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 BLAW 214 or BLAW 315. Elective for all other students.

NOTE: If a student has never taken a contracts course, it is recommended that BLAW 214 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 is designed to prepare students for careers in business, industry, and government, and for graduate studies, which emphasize the application of computer-based information systems to all areas of management. Students majoring in Computer Information Systems are also exposed to a full complement of management courses.

The recent 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 electives in Computer Science, as shown below, which can be included in this major.

The Computer Information Systems (CIS) major requires 21 credits in CIS courses. Transfer students may receive credit for certain CIS courses taken at other institutions if determined equivalent to Suffolk 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

		Sem. Hrs.
Freshman		
MGT 110*	Introduction to Business	3
ENG 101-102	Freshman English I-II	6
MA 111-112	Finite Math I-II	6
CIS 211	Introduction to Computer Information Systems	3
Hum./Phil./Hist./Language Option**	6
Natural Science Option**	8

		Sem. Hrs.
Sophomore		
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
EC 281-282	Principles of Economics I-II (micro and macro)	6
PSY 114, SOC 113 or GVT 103	General Psychology Introduction to Sociology or American Government	3
EC 291 or MA 113	Introduction to Statistics I or Elementary Statistics	3
CMPSC 131	Computer Programming I	3
CIS 213	Business Programming with COBOL	3

		Sem. Hrs.
Junior & Senior		
ACT 311-312	Managerial Accounting I-II	6
BLAW 213	Legal Environment of Business	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	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
CIS Elective (1)	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**** (1)	3
Liberal Arts Electives (2)	6
Free Elective (1)	3
Total Semester Hours		122

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

**See electives and options offered by the College of Liberal Arts and Sciences.

***Should be taken final year.

****Business electives must be taken in the School of Management.

Required Courses: (7)

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.**

Computer Programming II	CMPSC 132 3
Organization of Programming Languages	CMPSC 333 3
Information Systems Consulting Project	CIS 413 3
Packaged Software Products	CIS 415 3
Special Topics in Computer Information Systems	CIS 419 3
Computer Simulation and Modeling	CIS 420 3
Managerial Applications of Microcomputers	CIS 424 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 which may be taken as electives in the Computer Information Systems major of the School of Management. The current College of Liberal Arts and Sciences Bulletin should be consulted for course descriptions and prerequisite requirements. (Each course is for 3 semester hours, except the one hour computer language courses listed below.) Recent course numbers and titles which the CIS Department has authorized as electives include:

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	FORTAN

There are several courses offered in the Engineering Technology and the Physics Departments which may also 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 the BASIC programming language, microcomputer spreadsheet packages; and illustrates MIS applications in several business functional areas.

CIS 212 — Business Applications of BASIC and Packaged Software.

Prerequisite: CIS 211 — Introduction to Computer Information Systems. For non-CIS majors only.

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 and microcomputer software 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 for 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.

Covers the concepts, techniques and tools useful to the analysis, design, and implementation of computer-based business information systems. Topics include development life cycle, feasibility analysis, system specification and design, reports and forms design, selection of hardware and software, and implementation. Also multinational communication networks and regulations of cross-border data communications are discussed.

CIS 410 — Management Information Systems.

Prerequisites: CIS 313 — Systems Analysis and Design. May not be taken concurrently with CIS 313.

This advanced course emphasizes philosophies, concepts and practices for 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.

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 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 Microcomputer Laboratory.

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 products.

CIS 510 — Directed Individual Study in Computer Information Systems.

Refer to "Directed Study".

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 consists of a minimum of 18 semester hours of course work entailing three required courses, and three Finance electives, to be completed at Suffolk University.

Finance Curriculum Requirements

Freshman		Sem. Hrs.
MGT 110*	Introduction to Business	3
ENG 101-102	Freshman English I-II	6
MA 111-112	Finite Math I-II	6
PSY 114,	General Psychology,	
GVT 103,	American Government,	
or SOC 112	or Introduction to Sociology	3
Hum./Phil./Hist./Language Option**	6
Natural Science Option**	8

Sophomore		Sem. Hrs.
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
EC 281-282	Principles of Economics I-II	
	(micro-macro)	6
BLAW 213	Legal Environment of	
	Business	3
CIS 211	Introduction to Computer	
	Information Systems	3
EC 291	Introduction to Statistics I	
or MA 113	or Elementary Statistics	3
Liberal Arts Elective	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
EC 383	Money and Banking	3
FIN 315	Principles of Investments	3
ACT 421	Taxation	3
GVT 337	Government Policy	
	and Business	3
Free Electives (2)	6
Finance Electives (3)	9
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.

**See electives and options offered by the College of Liberal Arts and Sciences.

***Should be taken in the final year.

****Business elective must be taken in the School of Management.

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.

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 and trend and ratio analysis.

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.

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 of 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 and credit availability.

FIN 510 — Directed Individual Study in Finance.

Refer to "Directed Study".

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 of 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. Four 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 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		Sem. Hrs.
MGT 110*	Introduction to Business	3
ENG 101-102	Freshman English I-II	6
MA 111-112	Finite Math I-II	6
PSY 114,	General Psychology,	
GVT 103,	American Government,	
or SOC 112	or Introduction to Sociology	3
Hum./Phil./Hist./Language Option**	6
Natural Science Option**	8
Sophomore		Sem. Hrs.
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
EC 281-282	Principles of Economics I-II	
	(micro-macro)	6
BLAW 213	Legal Environment of	
	Business	3
CIS 211	Introduction to Computer	
	Information Systems	3
EC 291	Introduction to Statistics I	
or MA 113	or Elementary Statistics	3
Liberal Arts Elective	3
Junior		Sem. Hrs.
ACT 311-312	Managerial Accounting I-II	6
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3
EC 383	Money and Banking	3
Management Required Courses (3)	9
Senior		Sem. Hrs.
Free Electives (2)	6
Management Electives (2)	6
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.

**See electives and options offered by the College of Liberal Arts and Sciences.

***Should be taken in the final year.

****Business elective must be taken in the School of Management.

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:(2)**Sem. Hrs.**

(2 courses may be chosen from the following)

Materials Management	MGT 315	3
Career and Life Planning for Management	MGT 325	3
Fundamentals of Entrepreneurship	MGT 326	3
Starting New Ventures		
Directed Individual Study	MGT 510	3
General Insurance	FIN 313	3
Principles of Investments	FIN 315	3
Real Estate	FIN 317	3
Analysis of Financial Statements	FIN 410	3
Multinational Financial Management	FIN 417	3
Sales Management	MKT 313	3
Consumer Behavior	MKT 317	3
Marketing Research	MKT 319	3
International Business	MKT 321	3
System Analysis and Design	CIS 313	3
Management Information Systems	CIS 410	3

Management 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).

MGT 110 — Introduction to Business.

Introduces first year students to the 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 substituted 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 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 domestic and international 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 modern analytic techniques such 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.

Prerequisite: MGT 310 — Principles of Management, MKT 310 — Principles of Marketing.

Concerns the entry into ownership and management of new ventures, either by start-up of new enterprises or by acquisition of a going concern. Concentrates on how ventures are started; 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 plan, legal considerations, and tax and real estate issues for entrepreneurs.

MGT 410 — Quantitative Decision-Making.

Prerequisites: MGT 310 — Principles of Management, EC 291 — 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; must be taken in the senior year.

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.

Prerequisites: FIN 310 — Business Finance, MGT 310 — Principles of Management, MKT 310 — Principles of Marketing, and MGT 317 — Organizational Behavior; must be taken in the senior year.

Covers and integrates administrative processes and decision-making under uncertainty in business areas of marketing, accounting, management, finance, personnel, and production. It also focuses on strategic and policy issues from the viewpoint of senior management in both domestic and international corporations. 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."

Marketing Major

The Marketing process encompasses the total system of interacting business activities that are designed to plan, distribute, price and promote the want-satisfying products and services to present and potential customers. This customer may be the individual buying for his/her own personal use or one purchasing for business that will either go into the product, for upkeep and maintenance of the firm, or for resale.

The Marketing major will learn to identify customer needs and develop the products, services and programs to satisfy them. The analysis, planning and control of these activities is pivotal to the success of any organization, profit or non-profit.

The major in Marketing consists of a minimum of 18 semester hours of course work, two marketing electives and four required marketing courses, to be completed at Suffolk University.

Marketing Curriculum Requirements

Freshman	Sem. Hrs.
MGT 110*	Introduction to Business 3
ENG 101-102	Freshman English I-II 6
MA 111-112	Finite Math I-II 6
PSY 114,	General Psychology,
GVT 103,	American Government,
or SOC 112	or Introduction to Sociology 3
Hum./Phil./Hist./Language Option** 6
Natural Science Option** 8

Sophomore	Sem. Hrs.
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
EC 281-282	Principles of Economics I-II
	(micro-macro) 6
BLAW 213	Legal Environment of
	Business 3
CIS 211	Introduction to Computer
	Information Systems 3
EC 291	Introduction to Statistics I
or MA 113	or Elementary Statistics 3
Liberal Arts Elective

Junior	Sem. Hrs.
ACT 311-312	Managerial Accounting I-II 6
MGT 310	Principles of Management 3
MKT 310	Principles of Marketing 3
FIN 310	Business Finance 3
MGT 317	Organizational Behavior 3
EC 383	Money and Banking 3
MKT 313	Sales Management 3
MKT 317	Consumer Behavior 3
MKT 319	Marketing Research 3

Senior	Sem. Hrs.
Free Electives (2) 6
Marketing Electives (2) 6
GVT 337	Government Policy
	and Business 3
MGT 410	Quantitative Decision-Making 3
MKT 419***	Marketing Policies and
	Strategies 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.

**See electives and options offered by the College of Liberal Arts and Sciences.

***Should be taken in the final year.

****Business elective must be taken in the School of Management.

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**Sem. Hrs.****(2 courses may be chosen from the following):**

Promotion Management	MKT 315	3
Introduction to International Business	MKT 321	3
International Marketing	MKT 421	3
Retail Management	MKT 423	3
Directed Individual Study	MKT 510	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
System 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 the business enterprise, and an analytical survey of problems encountered in developing, promoting and distributing goods and services.

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.

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.

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.

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 — Introduction to 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 boundaries 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.

MKT 419 — Marketing Policies and Strategies.

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*; must be taken in the senior year.

Integrates all areas of marketing activity through the analysis of marketing problems and policies. Problem-solving approach is utilized to develop marketing analysis ability.

If possible, Marketing majors should take this course in the Fall Term rather than in 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."

Special Program Offerings

Minors The School of Management offers minors in four areas to School of Management students, and a minor in General Business to College of Liberal Arts and Sciences students as delineated below.

The Computer Information Systems Minor

consists of CIS 313 Systems Analysis and Design (Prerequisite: CIS 211) plus any two of the following courses:

CIS 410	Management Information Systems
CIS 413	Information Systems Consulting Project
CIS 415	Packaged Software Products
CIS 419	Special Topics in CIS
CIS 420	Computer Simulation and Modeling
CIS 423	Data Base Management Systems
CIS 424	Managerial Applications of Microcomputers

The Finance Minor consists of any 3 of the following courses, beyond completion of FIN 310:

FIN 315	Principles of Investments
FIN 410	Analysis of Financial Statements
FIN 413	Investment Analysis and Portfolio Management
FIN 417	Multinational Financial Management
FIN 432	Financial Institutions
FIN 317	Real Estate or FIN 313 General Insurance

The Management Minor consists of any 3 of the following courses, beyond completion of MGT 310:

MGT 313	Personnel Administration
MGT 315	Materials Management
MGT 319	Productions and Operations Management
MGT 320	Management of Small Business
MGT 323	Labor Relations
MGT 325	Career and Life Planning for Management
MGT 326	Fundamentals of Entrepreneurship
MGT 327	Starting New Ventures
MGT 419	Problems of General Management

The Marketing Minor consists of any 3 of the following courses, beyond completion of MKT 310:

MKT 313	Sales Management
MKT 315	Promotion Management
MKT 317	Consumer Behavior
MKT 319	Marketing Research
MKT 421	International Marketing
MKT 423	Retail Management

School of Management students may choose to minor in any of a wide variety of departmental or interdisciplinary studies offered by the College of Liberal Arts and Sciences. Students should refer to the College of Liberal Arts and Sciences Bulletin for a full description of programs.

School of Management Minor for College of Liberal Arts and Sciences Students.

The minor in "General Business Studies" consists of 27 credits, six required courses:

MGT 110	Introduction to Business
EC 281	Principles of Economics-Micro
EC 282	Principles of Economics-Macro
ACT 211	Principles of Accounting I
ACT 212	Principles of Accounting II
MA 113/	Elementary Statistics or
EC 291	Introduction to Statistics I

And any three of the following courses:

CIS 211	Introduction to CIS
BLAW 213	Legal and Social Environment of Business
FIN 310	Business Finance
MGT 310	Principles of Management
MKT 310	Principles of Marketing

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	Introduction to 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 impacting 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:

Economics 441	International Trade
Economics 442	International Monetary Relations
Economics 444	Comparative Economic Systems
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.

Liberal Arts 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 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

History 181, 182 — American History 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, 181-182.

*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 substitute 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.

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.), Master in Public Administration/Health Services (M.P.A./H), the Advanced Professional Certificate (A.P.C.) and the Certificate of Advanced Study in Public Administration (C.A.S.P.A.). Courses are offered in the day, late afternoon and evening. 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.

Programs 1) completed application form; 2) \$20 non-refundable application fee; 3) official transcripts from all colleges attended; 4) official GMAT test scores, taken within the last five years; 5) typewritten statement of professional goals; 6) detailed resume; 7) two letters of recommendation.

M.P.A. and Executive M.P.A. Programs

1) completed application form; 2) \$20 non-refundable application fee; 3) official transcripts from all colleges attended; 4) typewritten statement of professional goals; 5) detailed resume; 6) two letters of recommendation.

Advanced Professional Certificate (A.P.C.) Program

1) completed application form; 2) \$20 non-refundable application fee; 3) official undergraduate and graduate transcripts; 4) official GMAT test scores, taken within last five years; 5) two letters of recommendation; 6) statement regarding your rationale for pursuing the A.P.C., including a list of five courses and a rationale for this selection; 6) detailed resume.

International Applicants 1) completed application form; 2) \$20 non-refundable application fee; 3) official transcripts from all colleges attended; 4) explanation of grading system if education was received in non-American institution; 5) official TOEFL test score if education took place in an institution in which English was not the language of instruction; 5) official GMAT test score, taken within last five years (M.B.A. only); 7) type-written statement of professional goals; 8) detailed resume; 9) two letters of recommendation; 10) Financial Resources Certification form.

Deadlines and Notification With the exception of the Executive Program, the M.B.A. and M.P.A. programs admit students to the fall, spring, and summer semesters of the academic calendar. Submission deadlines for both full-time and part-time graduate applicants are as follows:

Fall Semester	May 15
Spring Semester	March 15 if applying for financial aid
Summer Sessions	November 15 April 15

Applications submitted after these dates will be considered on a space-available basis only.

The Graduate Admissions Committee evaluates applications as they become complete and makes an effort to notify candidates of their admissions decisions within four to six weeks of that time. An admitted student who wishes to enroll must reserve his or her place in the class by remitting a \$100 non-refundable deposit, which is credited to the tuition bill at the time of registration.

The Executive Program operates on a quarterly basis and requires applications to be complete one month before the desired entry quarter.

Financial Aid A variety of financial aid is available to graduate students. Please refer to the financial aid section 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.

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

<i>Letter Grade</i>	<i>Grade Point Score</i>
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 Full-time graduate students are assigned individual faculty advisors upon entry into the MBA program. 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.

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 MPA 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.

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. An Advanced Professional Certificate is also available for students seeking specific concentration beyond that available with the four required electives.

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 eleven 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.

Curriculum 700 Level Courses

Course Number	Description	Cr.
MGT 715	Quantitative Analysis for Managers	3
MGT 716	Management of the Production Process	3
MGT 717	Organization Dynamics and the Management Process	3
MGT 718	Managing in the External Environment	3
MGT 719	Business Policy (to be taken in the final semester)	3
MKT 714	Strategic Marketing	3
FIN 713	Capital Management	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
Elective 4	Selected from Area(s) of Special Interest	3
Total Credits		30

600 Level Courses

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 is required to take one or more of the following courses:

Course Number	Description	Cr.
CIS 610	Introduction to Computer Information Systems	3
ACT 611	Financial Accounting	3
ACT 612	Managerial Accounting	3
MKT 614	Marketing Principles	3
MGT 615	Statistical Quantitative Analysis	3
MGT 616	Managerial Principles	3
FIN 621	Managerial Economics	3
BLAW 617	Legal Environment of Management	3

FIN 613	Managerial Finance	3
<i>Total 600 Level Courses</i>		<i>27</i>
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. Waivers will be awarded upon acceptance into the program during the admissions process. Students must submit additional information in support of waiver consideration(s) including catalog descriptions and course syllabi. In certain cases applicants may be required to take a 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 600 level courses and up to two 700 level courses 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 upon approved petition 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 819	Internal Accounting
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 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	Investment Analysis
FIN 813	Advanced Financial Management
FIN 817	Portfolio Management
FIN 819	Seminar in Finance — Special Topics
FIN 820	Financial Institutions: 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 829	Seminar in Management
MGT 830	Technological and Market Forecasting
MGT 910	Directed Individual Study

Human Resources Management

MGT 817	Organization 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 837 Organization Intervention and Problem Solving
 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 Contractual Obligations
 BLAW 820 The Law of Business Associations
 • Corporate Finance (Spring Only)
 • 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 821 Industrial Marketing
 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

Disability Studies

- PAD 828 Change in Public Policy: The Disability Rights Movement
 PAD 831 Disability Rights Implementation
 PAD 832 Independent Living 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

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

M.B.A. Course Descriptions

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.

Covers computer hardware and software fundamentals, business applications, and management information systems concepts. Also introduces the BASIC programming language, and microcomputer applications through the use of time-sharing and the Microcomputer Laboratory.

ACT 611 — Financial Accounting.

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

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 in domestic and international corporations.

MGT 615 — Statistical Quantitative Analysis.

This course covers basic techniques of data analysis, including 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 with respect to domestic and international corporations. 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 are 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 domestic and international 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 with respect to domestic and international business. 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.

BLAW 617 — Legal Environment of Management.

Introduces the graduate student to the dynamic qualities of the law in both the legal process and government/business relationships. Emphasis is placed on the legal, economic, ethical, and social implications of management decisions, their effect on public and private business enterprises, and the importance of the contract as a management tool in advancing corporate and business interests and objectives.

700 Level Courses

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

MGT 717 — Organization Dynamics and the Management Process.

This course is designed to develop an 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.

An emphasis of this course is the 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.

Provides in-depth study of mathematical techniques used in business decision-making. Particular focus is on the process of analyzing decisions under uncertainty, using concepts of decision trees, profitability theory, and preference theory. Heavy attention will be given to application to techniques through case studies. *This course is not offered summers.*

MGT 718 — Managing in the External Environment.

This course covers the relationship between internal business strategic process and external influences on business which come from consumers, government, and society in general. Case studies concerning direct and

indirect business/government/societal relations are used to identify and learn to cope with problems facing the business administrator in a highly complex and changing environment. Focus is on 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, MKT 714, and FIN 713. MGT 718 may be taken concurrently with this course.

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. Studies administrative processes from the general management and strategic perspective, and considers the top management roll in decision-making under uncertainty in domestic and multinational corporations. *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, as well as estate and trust planning, will be discussed.

ACT 813 — Intermediate Accounting.

This course develops an understanding of accounting concepts and generally accepted accounting 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, including 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.

Covers 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. Covers 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 are 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.

ACT 910 — Directed Individual Study in Accounting.

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.

Business Law

BLAW 810 — Law of Contractual 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, and 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 — Business Information Systems Analysis and Design.

Emphasizes philosophies, concepts, approaches and practices common to the development, implementation, and application of management information systems. 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 — Business Information Systems Analysis and Design.

Covers the concepts, techniques, and tools useful for the analysis, design, and implementation of computer-based business information systems. Topics include systems concepts, feasibility analysis, input/output requirements analysis, file design, systems flowcharting, implementation strategies, project planning and control, and hardware and software acquisition. An extensive field project addresses practical issues of implementation and evaluation.

CIS 815 — Data Base Management Systems.

Prerequisite: CIS 813 — Business Information Systems Analysis and Design.

Surveys the several conceptual schemes of 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 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 special material, as announced when the course is scheduled. Such topics may include, for example, artificial intelligence applications, distributed data processing, comparative computer languages and behavioral factors of MIS. Specific content of prerequisites will be announced when course is scheduled.

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 spreadsheet planning models, data base packages, word processing and telecommunications. Several types of equipment will be used and compared during the course.

CIS 910 — Directed Individual Study.

Prerequisite: CIS 813 — Business Information Systems Analysis and Design.

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 — Investment Analysis.

Covers risk-reward analysis of security investments, including an analysis of the national economy, industry, firm, and market and portfolio construction and management. Emphasizes theory and professional application through 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 817 — Portfolio Management.

Prerequisite: FIN 810 — *Investment Analysis.*

Covers quantitative and qualitative methods used in portfolio building, and their 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.

Prerequisites: FIN 810 — *Investment Analysis* and FIN 813 — *Advanced Financial Management.*

Includes 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.

Covers 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 are 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 the 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.*

Advanced elective, which explores the application of operations management to the design and management of service delivery systems, for those preparing for a career in operations management. Using the case method, factory derived tools and techniques are employed to highlight considerations in evaluating and implementing alternative equipment and process techniques.

MGT 815 — Real Property.

In-depth study of the financial and investment aspects of real estate. Topics include taxation, government regulation, law, insurance, valuation, syndications and special accounting considerations of cash flow and depreciation. Reviews real property and estates.

MGT 817 — Organization Development.

Prerequisite or concurrent requirement: MGT 717 — *Organization Dynamics and the Management Process.*

Covers the utilization of 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.

Provides a basic study of labor relations by examining the historical perspective, legal framework, and administrative practices. Class methodology includes lecture, discussion and case analyses.

MGT 820 — Career Management.

Prerequisite or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

Focuses on the nature of careers and career development at individual, organizational, and societal levels of analysis. Students are encouraged to consider the material from both personal and managerial perspectives. The linkages between organization strategy, structure, and career systems will be explored, as well as the central role of career management for effective use of human resources.

MGT 823 — Management of Small Business.

This course helps prepare students for successful careers as entrepreneurs or as managers in small business. Emphasis is on the management strategy for the on-going operations of the small business, rather than the start-up or formation of new ventures.

MGT 825 — Personnel and Human Resources Management.

Prerequisite or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

This course is offered for the practitioner and student interested in understanding the roles and skills involved in human resources management. Encompasses 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 are merged with these recent changes.

MGT 826 — Entrepreneurship.

Covers the formation of a new enterprise; characteristics of the successful entrepreneur; and methods of identifying new opportunity areas, creativity and invention. Also includes aspects of various forms of organization; and the measurement of marketing potential for new products or services, and new product development.

MGT 827 — Entrepreneurial Planning.

This course applies analytic tools learned in other courses to the problems of the entrepreneurial venture. It explores 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 829 — Seminar in Management.

An advanced special topics course providing an opportunity to study recent theory and practice in the management field. The course incorporates an extensive individual research paper. The specific topics and format will be described with each schedule and faculty staff announcement.

MGT 830 — Technological and Market Forecasting.

Prerequisite: MGT 715 — Quantitative 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 or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

The management of the innovation process, from organizational needs assessment through development and evaluation, is central to 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 primary teaching methods.

MGT 835 — Organization Design.

Prerequisite or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

Considers the effect of 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 covers 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 — Organization Intervention and Problem Solving.

Prerequisite or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

The course is designed to enhance the student's ability to solve organizational, human resources and general man-

agement problems using intervention techniques. Each student selects an appropriate problem from an organization, develops a change action intervention, and conducts the necessary field research.

MGT 839 — Participative Work Forms.

Prerequisite or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

The course surveys alternative approaches to worker participation and their relationship to quality of work-life and organizational effectiveness. Topics 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 or concurrent requirement: MGT 717 — Organization Dynamics and the Management Process.

The course is designed to help the student identify, understand and manage the behavioral aspects of power and its political manifestations. Focuses on: 1) sources of power and influence at the macro level, 2) 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.

This course is designed to increase knowledge and understanding of current issues associated with sex roles in management, including work/family problems. Primary focus is on men and women who are currently managers; the issues concerning individuals who are potential candidates for managerial positions is also 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, is also discussed.

MKT 815 — Consumer Behavior.

This course applies 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.

This course covers the application of marketing principles and practices to the multinational or world environment. Attention is given to the kinds of skills needed for cross-cultural marketing.

MKT 819 — Marketing Problem Case Seminar — Special Topics.

The course focuses on analysis of complex cases drawn from real consumer and industrial marketing situations. 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 is 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 821 — Industrial Marketing.

This course is concerned with the marketing strategies and activities of the firm involved in marketing to other organizations. The unique environment in which industrial marketing takes place produces a vastly different buying behavior structure and a different set of demand

forces from those encountered in marketing to consumers. This course covers factors that affect marketing in the industrial firm.

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 project. 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

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 specific 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.

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 Associa-

tion, 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 suit 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 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 the rapidly changing economic, social

and political environments. It is open to qualified graduates of a recognized 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 provides 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 in their regular M.B.A. programs, 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 afternoons from 1:15–5:00 p.m.

For a list of elective courses please refer to listing and course descriptions. 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. Saturday course schedules are available through the Executive Programs 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, four elective courses chosen from the fields of Accounting, Computer Information Systems, Finance, Management and Marketing are required.

Students whose prior records permit admission directly to the upper level 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. 660.

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 careers 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 Suffolk 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, if possible. PAD 758 and 759 should be taken in the last semester.

Required Courses

Course Number	Description	Cr.
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	Financial Decision Making	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	Cr.
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 7:15–9:15 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	Cr.
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./Health concentration are required to complete the following 10 M.P.A. courses.

Course Number	Description	Cr.
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	Financial Decision Making	3
PAD 758	Internship in Public Management (pre-career only)*	3
PAD 759	Practicum Seminar in Public Management	3

**Students not taking PAD 758 will enroll in an elective.*

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 their professional career.

Classes for the Executive M.P.A. Program will meet all day Saturday for eight eleven week quarters, or four 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 the beginning of the semester.

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

Suffolk University's 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.

Certificate of Advanced Study in Public Administration

The CASPA program is suited for those professionals who wish to broaden their knowledge of public administration in areas with which they are unfamiliar or to update their present base of knowledge. It is designed to provide a better understanding of concepts and tools for those persons entering new areas of public administration, or for those individuals seeking advancement in their current functional or professional areas.

Admission to the CASPA program requires an M.P.A. from a school included on the national roster of M.P.A. programs. These schools 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, or its equivalent. The program consists of five courses at the 800 (elective) level, to be completed within five years with a grade point average of 3.0 or better.

Master in Public Administration Program

Course Sequencing

Course

PAD 715 Quantitative Analysis

PAD 717 Organizational Effectiveness in Government
PAD 718 Financial Decision Making

PAD 719 Governmental Financial Administration

PAD 816 Analysis of Public Policy

PAD 819 Administrative Strategies of Grants-in-Aid

PAD 820 Governmental Decision Making
PAD 826 Health Systems Analysis and Planning
PAD 827 Financing State and Local Government

Prerequisites

PAD 712 Foundations of Public Policy Analysis
PAD 711 Foundations of Public Organizational Administration
PAD 713 Foundations of Public Financial Administration (may be taken concurrently)
PAD 713 Foundations of Public Financial Administration
PAD 718 Financial Decision Making (PAD 718 may be taken concurrently with PAD 719).
PAD 712 Foundations of Public Policy Analysis
PAD 715 Quantitative Analysis
PAD 811 Politics of Fed. Bureau.
PAD 814 Intergovernmental Relations
PAD 711, 712, 713, 718 and 719
PAD 711 Foundations of Public Organizational Administration
PAD 712 Foundations of Public Policy Analysis
PAD 718 Financial Decision Making
PAD 719 Governmental Financial Administration
PAD 711, 712, and 713
PAD 718 or 719 may be taken concurrently with PAD 827

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 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 techniques of policy analysis. Basic models of policy formation, descriptive statistics, elementary techniques of economic analysis, introductory information about computers, and citizen feedback methods are presented in order to prepare the student for further work in policy analysis.

PAD 713 — Foundations of Public Financial Administration.

An overview of political economics and its interrelationship within the family of governments. This course covers three interrelated modules: Political Economy-concepts and impacts; Taxation-theory and reality; and Cost/Benefit Analysis. A foundation of the basic precepts of fiscal management of government and not-for-profit organizations is provided.

PAD 714 — Legal Basis of Public Management.

Review and development of basis for administrative practice. Legal interpretation of statutes, regulations, and proposed legislation which impact public administration are covered.

PAD 715 — Quantitative Analysis.

Prerequisite: PAD 712 — *Foundations of Public Policy Analysis.*

Quantitative techniques used in public management (primarily descriptive and inferential statistics) are presented 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 flextime as well as the traditional functions of recruitment, selection, appraisal, classification, compensation and retention. Teaching method includes theory, issue discussion, and "hands on" class exercises.

PAD 717 — Organizational Effectiveness in Government.

Prerequisite: PAD 711 — *Foundations of Public Organizational Administration.*

Examines small groups and organization 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 — Financial Decision Making.

(formerly Governmental and Fund Accounting)

Prerequisite: PAD 713 — *Foundations of Public Financial Administration (may be taken concurrently).*

Designed for those who have a minimal background in accounting as well as a refresher course for those who do. This course is concerned with the accounting procedures and cost determination techniques for governments and not-for-profits. There are three interrelated modules: Basic Accounting-concepts, precepts, terminology and exercises, plus an introduction to Fund Accounting; Financial Statement Analysis, and Cost Allocation-direct and indirect costs.

PAD 719 — Governmental Financial Administration.

Prerequisite: PAD 713 — *Foundations of Public Financial Administration and PAD 718 — Financial Decision Making (PAD 718 may be taken concurrently with PAD 719.).*

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.

(This course is to be taken concurrently with PAD 759.)

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. The 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 interrelations between the president, legislative committees, constituency groups, and administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial func-

tions, 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 Strategies of Local Government.

Variations of administrative practice in local government will be described and analyzed. Impact on population growth and shifts on service delivery, and introduction of new demands and technologies on local management structures will be explored. Particular emphasis 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* and PAD 715 — *Quantitative Analysis*.

An interdisciplinary conceptual/analytical inquiry into the content and techniques associated with on-going 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 frame-

works 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 — *Politics of the Federal Bureaucracy*, PAD 814 — *Intergovernmental Relations*, PAD 718 — *Financial Decision Making*, PAD 719 — *Governmental Financial Administration*, PAD 713, PAD 712, PAD 711.

The United States grant labyrinth will be explored, governmental as well as non-governmental. This course will stress the understanding and skills needed in locating a grant fund, grant preparation, grant programming and grant management.

PAD 820 — Governmental Decision-Making.

Prerequisites: 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 modeling, 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 is given 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.

Prerequisite: PAD 712 — *Foundations of Public Policy Analysis.*

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 — *Financial Decision Making*, PAD 719 — *Governmental Financial Administration* (may be taken concurrently).

The management of state and local financial administration will be examined, with emphasis on revenue, taxation, borrowing and bonding methods, as well as innovative financing concepts and practices.

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 and 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.

This course covers 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. 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 on disabled persons. The course will provide a knowledge of the disabled community and the policies which impact it.

PAD 836 — Health Economics.

This course explores the economic bases of the U.S. medical service system necessary to understand its operation and to formulate health policy. Topics covered include markets, demand for health services, physician and hospital economics, health care financing, and cost containment.

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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*Leave of Absence 1986-1987

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 Mr. J. Robert Johnson, *President, Yankee Marketers, Inc., Middleton*
 Mr. Jack E. McDonald, *President, Workingman's Cooperative Bank, Boston*
 Mr. Frank Sablone, *Director of Development, Joslin Diabetes Center, Brookline*
 Mr. John A. Ward, *Senior Vice President/ Marketing, Filenes, Boston*
 Mr. Dennis Sullivan, *Framingham*

University Calendar 1986-1987

Fall Semester 1986

June

23-27 Mon.-Fri. SOM and CLAS New Freshmen Orientation and Registration

August

25-27 Mon.-Wed. Orientation and Registration — New Transfer Students

28 Thursday Late registration for returning students

September

1 Monday *Labor Day Holiday*

2 Tuesday Evening classes (4:30 p.m. and later) convene

3 Wednesday Day classes convene

6 Saturday Saturday classes convene

12 Friday Last day for Non-degree student admission and for late registration

17 Wednesday Last day for course changes

24 Wednesday Last day for filing application for Spring and Summer final make-up exams

27 Saturday Executive MBA and MPA Fall classes convene

October

13 Monday *Columbus Day Holiday*

15-16 Wed.-Thurs. Spring and Summer final examination make-up

27 Monday Last day to apply for February graduation. Last day for withdrawal without penalty of "F" grade

November

11 Monday *Veterans Day Holiday*

26-30 Wed.-Sun. Thanksgiving Recess begins 1:00 p.m. Wednesday, November 26 through Sunday, November 30

December

1-5 Mon.-Fri. Spring 1987 Pre-registration for students currently attending

10 Wednesday Last classes for Fall semester

11-17 Thurs.-Wed. Fall Semester final examinations; no exams the preceeding week

13 Thursday Winter vacation Thursday, December 18 through Sunday, January 4, 1987

29 Monday Faculty Submit Fall grades

Spring Semester 1987

January

3 Saturday Executive MBA and MPA classes convene

5-7 Mon.-Wed. Orientation and Registration for New Students

8 Thursday Late Registration for returning students

12 Monday Day and evening classes convene

16 Friday Last day for non-degree student admission and last day for late registration

17 Saturday Saturday classes convene

19 Monday *Martin Luther King Holiday observed*

23 Friday Last day for course changes Last day for filing application for Fall final make-up examinations

30 Friday Last date to apply for June graduation

February

10-11 Tues.-Wed. Fall final examination make-up

16 Monday *Washington's Birthday Holiday*

19 Thursday Monday evening classes (4:30 p.m. or later) meet on Thursday Feb. 19 to make up for holiday. Thursday evening classes cancelled

March

9 Monday Last date for withdrawal without penalty of "F" grade

14 Saturday Last day of class, Executive MBA and MPA

15-22 Sun.-Sun. Spring Vacation

17 Tuesday *Evacuation Day Holiday*

28 Saturday Executive MBA and MPA classes convene

April

6-17 Mon.-Fri. Faculty advising and registration for students continuing in the Summer Session

20 Monday *Patriot's Day Holiday* (See April 21 make-up)

21 Tuesday Monday classes (evening only) meet to make up for holiday.

Tuesday evening classes cancelled

20- Monday Fall 1987 Faculty advising and pre-registration for students currently attending

1 Fri Last day of classes for Spring Semester

2 Saturday Final Examinations

4-9 Mon.-Sat. Faculty submit Spring grades

13 Wednesday Memorial Day Holiday

25 Monday

June

7 Sunday Commencement Day

Summer Session 1987

May 12-June 19 First 6-Week Day Session

May 13-June 30 First 7-Week Evening Session

July 7-August 14 Second 6-Week Day Session

July 7-August 20 Second 7-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 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 Boston should use the following directions:

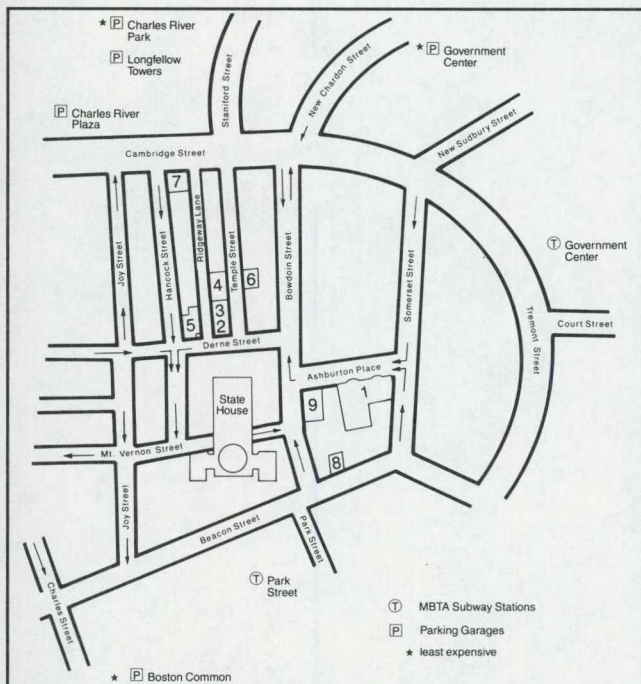
From the South — Southeast Expressway to the Causeway Street exit; Causeway Street to Staniford Street; right onto Cambridge Street to a public parking garage adjacent to Holiday Inn.

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 on Lomasney Way.



Key to Suffolk University Map

1. Frank Sawyer Building

8 Ashburton Place — School of Management, Vice President/Treasurer, Accounting, Undergraduate Admissions, Cafeteria, Financial Aid, Mildred Sawyer Library, John P. Chase Computer Room, 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 Sciences, 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.

9. 20 Ashburton Place —

Career Services and Cooperative Education, Graduate Admissions.

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Suffolk University School of Management

Bulletin Update 1987-1988

**This supplement supercedes
the information printed inside
this Bulletin.**

University Calendar 1987-1988

Spring Semester 1988

January

2	Saturday	Executive MBA and MPA classes convene
4-6	Mon.-Wed.	Orientation and Registration
7	Thursday	Late Registration for returning students
11	Monday	Day and evening classes convene
15	Friday	Last day for non-degree student admission and for late registration
16	Saturday	Saturday classes convene
18	Monday	Martin Luther King Holiday observed
22	Friday	Last day for course changes and for filing application for Fall final make-up exams
29	Friday	Last date to apply for June graduation

February

9-10	Tuesday	Final Examination make-up
15	Monday	Washington's Birthday Holiday observed

March

7	Monday	Last day for withdrawal without penalty of "F" grade
12	Saturday	Last day of class
13-20	Sun.-Sun.	Spring Vacation
17	Thursday	Evacuation Day Holiday
26	Saturday	Executive MBA and MPA classes convene

April

4-15	Mon.-Fri.	Faculty advising, first and second summer sessions for students currently attending Suffolk University in the Spring term
15	Friday	Last day to apply for Summer admission to all graduate programs
4-May 6	Mon.-Fri.	Mail registration, first and second summer sessions, for students currently attending Suffolk University, in the Spring term
29	Friday	Last day of classes for Spring semester

May

2-7	Mon.-Fri.	Final Examinations
11	Wednesday	Faculty submit Spring grades
16	Monday	Last day to apply for Fall admission to all graduate programs
30	Monday	Memorial Day Holiday

June

4	Saturday	Last day of class, Executive MBA and MPA
5	Sunday	Commencement Day
4-9	Mon.-Sat.	Final Examinations
13	Wednesday	Faculty submit Spring grades

Summer Session 1988

May 10-June 17	First 6-Week Day Session
May 10-June 28	First 7-Week Evening Session
July 6-August 12	Second 6-Week Day Session
July 6-August 18	Second 7-Week Evening Session

University Phone Numbers

Undergraduate Admissions	573-8460
Graduate Admissions	573-8302
Financial Aid	573-8470
Registrar	573-8430
Executive Programs	573-8660
Counseling Center	573-8226

Tuition

Full-Time Course Load

Undergraduate	\$6300 per year \$3150 per semester
Graduate MPA	\$8200 per year \$4100 per semester
Graduate MBA	\$8500 per year \$4250 per semester
Additional Courses	\$210 per semester hour— undergraduate \$274 per semester hour— graduate MPA \$283 per semester hour— graduate MBA \$233 per semester hour— graduate MED

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

Undergraduate	\$534 per 3 credit course \$178 per semester hour
Graduate—MPA	\$822 per 3 credit course \$274 per semester hour
Graduate—MBA	\$849 per 3 credit course \$283 per semester hour
Executive MBA	\$1049 per 3 credit course
Executive MPA	\$952 per 3 credit course
APC	\$849 per 3 credit course

Summer Session Tuition

The 1988 Summer Session rate will be:
(3 semester hour courses)

Undergraduate	\$534 per course
MPA	\$822 per course
MBA	\$849 per course

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.

School of Management minors are available in Computer Information Systems, Finance, Management and Marketing.

The B.S.B.A. program combines a strong background in the liberal arts with intensive study in the selected area of business administration. All students are provided a foundation in accounting, computer information systems, marketing, management, finance, legal environment, economics and policy. By the junior year, a major field of concentration is chosen which entails intensive study comprising a minimum of 18 credits. All course work requirements for the major 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 with 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 Sessions.

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 terms run 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. 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. *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.

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**

ACT 212 Principles of Accounting II
ACT 311 Managerial Accounting I

ACT 321 Intermediate Accounting I
ACT 322 Intermediate Accounting II
ACT 331 Cost Accounting
ACT 332 Accounting Information Systems
ACT 410 Accounting Theory
ACT 411 Advanced Accounting I
ACT 412 Advanced Accounting II
ACT 413 Auditing
ACT 415 Institutional & Govtl. Acct.
ACT 421 Taxation
ACT 422 Advanced Taxation

Business Law**Courses**

BLAW 214 Law of Contracts and Commercial Transactions
BLAW 315 Law of Business Associations and Property
BLAW 316 The Law of Secured Transactions: Bankruptcy and Estates

Computer Information Systems**Courses**

CIS 213 Bus. Programming w/COBOL

CIS 214 Advanced COBOL
CIS 313 Systems Analysis and Design

CIS 410 Management Information Systems
CIS 413 Information Systems Consulting
CIS 415 Packaged Software Products

CIS 419 Special Topics in CIS

CIS 420 Computer Simulation & Modeling

CIS 423 Data Base Management Systems
CIS 424 Managerial Applications of Microcomputers
CIS 425 Telecommunications

Prerequisites

ACT 211 Principles of Accounting I
ACT 212 Principles of Accounting II
MATH 103 Mathematical Analysis
ACT 212 Principles of Accounting II
ACT 321 Intermediate Accounting I
ACT 212 Principles of Accounting II
ACT 331 Cost Accounting
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
ACT 322 Intermediate Accounting II
ACT 212 Principles of Accounting II
ACT 212 Principles of Accounting II
ACT 421 Taxation

Prerequisites

BLAW 213 Legal & Social Environment of Business

BLAW 213 Legal & Social Environment of Business

BLAW 213 Legal & Social Environment of Business

Prerequisites

CIS 211 Introduction to Computer Information Systems
CIS 213 Business Programming w/COBOL
CIS 211 Introduction to Computer Information Systems
CIS 313 Systems Analysis and Design
CIS 313 Systems Analysis and Design
CIS 211 Introduction to Computer Information Systems
CIS 211 Introduction to Computer Information Systems
CIS 211 Introduction to Computer Information Systems
CIS 213 Business Programming with COBOL
CIS 313 Systems Analysis and Design

CIS 313 Systems Analysis and Design

Finance

Courses

FIN 310 Business Finance

FIN 315 Principles of Investments

FIN 317 Real Estate

FIN 410 Analysis of Financial Statements

FIN 413 Investment Analysis & Portfolio Management

FIN 417 Multinational Financial Management

FIN 419 Problems of Managerial Finance
(must be taken in senior year)

FIN 432 Financial Institutions

Management

Courses

MGT 310 Principles of Management

MGT 313 Personnel Administration

MGT 315 Materials Management

MGT 317 Organizational Behavior

MGT 319 Production & Operations Management

MGT 320 Management of Small Business

MGT 323 Labor Relations

MGT 325 Career & Life Planning for Management

MGT 326 Fundamentals of Entrepreneurship

MGT 327 Starting New Ventures

MGT 410 Quantitative Decision Making

MGT 419 Problems of General Management
(must be taken in senior year)

MGT 429 Business Policy
(must be taken in senior year)

Prerequisites

ACT 212 Principles of Accounting II

EC 281 Principles of Econ. I-Micro

EC 282 Principles of Econ. II-Macro

MATH 113 Elementary Statistics or

EC 291 Intro. to Statistics I

FIN 310 Business Finance

FIN 310 Business Finance

FIN 310 Business Finance

FIN 315 Principles of Investments

FIN 310 Business Finance

FIN 310 Business Finance in addition to any two
finance electives.

FIN 310 Business Finance

EC 383 Money and Banking

Prerequisites

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 310 Principles of Management

MGT 310 Principles of Management

MKT 310 Principles of Marketing

MGT 310 Principles of Management

MGT 310 Principles of Management

MGT 310 Principles of Management

MKT 310 Principles of Marketing

MGT 310 Principles of Management

MGT 310 Principles of Management

MGT 310 Principles of Management

MKT 310 Principles of Marketing

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 310 Principles of Management

FIN 310 Business Finance

MKT 310 Principles of Marketing

MGT 310 Principles of Management

MGT 317 Organizational Behavior

Marketing**Courses**

MKT 310 Principles of Marketing

MKT 313 Sales Management

MKT 315 Promotion Management

MKT 317 Consumer Behavior

MKT 319 Marketing Research

MKT 321 Introduction to Intern'l Business

MKT 419 Marketing Policies and Strategies
(must be taken in senior year)

MKT 431 International Marketing

MKT 423 Retail Management

Prerequisites

ACT 212 Principles of Accounting II

EC 281 Principles of Econ. I-Micro

EC 282 Principles of Econ. II-Macro

EC 291 Introduction to Statistics I or

MATH 113 Elementary Statistics

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing and two of the
following three: MKT 313, MKT 317,
MKT 319

MKT 310 Principles of Marketing

MKT 310 Principles of Marketing

College of Liberal Arts and Sciences Prerequisites**Courses**

EC 281 Principles of Economics I-Micro

EC 291 Introduction to Statistics I

EC 383 Money and Banking

All Science courses, except Biology

Prerequisites

MATH 103 Mathematical Analysis or equivalent

MATH 103 Mathematical Analysis or equivalent

EC 282 Principles of Economics II-Macro

MATH 103 Mathematical Analysis or equivalent

DEGREE REQUIREMENTS FOR SOM UNDERGRADUATES

To receive a baccalaureate degree from the School of Management a student must meet the following requirements: Complete 122 semester hour credits with a minimum 2.00 cumulative average and achieve a minimum 2.00 cumulative average in the major field of study.

The following courses in the School of Management are required courses for all SOM students:

ACT 211-212	Principles of Accounting I-II
ACT 311*	Managerial Accounting
BLAW 213	Legal and Social Environment of Business
CIS 211	Introduction to Computer Information Systems
FIN 310	Business Finance
MGT 310	Principles of Management
MGT 317	Organizational Behavior
MGT 410	Quantitative Decision Making
MGT 429	Business Policy
MKT 310	Principles of Marketing

*Not required for Accounting majors

LIBERAL ARTS REQUIRED COURSES

Required courses in the College of Liberal Arts and Sciences include:

ENG 101-102	Freshman English I-II
ENG 213	Literary Masters of England I
ENG 214 or 215	Literary Masters of England II or Literary Masters of America
C. Sp. 177	Business Communication
EC 281-282	Principles of Economics I-II
Natural Science Option (refer to Guidelines for Liberal Arts Required Courses)	

And one of the following three tracks in Mathematics:

Track I (12 credits)

MA 101	Introduction to College Mathematics
MA 103	Mathematical Analysis
MA 113 or EC 291	Elementary Statistics or Introduction to Statistics I
EC 292	Introduction to Statistics II

Track II (9 credits)

MA 103	Mathematical Analysis
MA 113 or EC 291	Elementary Statistics or Introduction to Statistics I
EC 292	Introduction to Statistics II

Track III (9 credits)

MA 161-162	Calculus I-II
MA 241	Statistical Analysis

Refer to Mathematics Course Descriptions under Guidelines for Liberal Arts Required Courses.

LIBERAL ARTS ELECTIVE COURSES

Students select liberal arts electives to develop thematic or area studies (area studies include a departmental concentration) consisting of 18 credit hours. Two options are offered, as described below.

Option A—Thematic Concentration (six courses)

Students develop a liberal arts thematic concentration by selecting:

1. One course from at least three of the following core areas: History, Humanities, Literature and Languages, Philosophy, Natural Sciences, and Social Sciences (Economics, Government, Psychology, and Sociology);
2. No more than three courses in any one of the above mentioned core areas;
3. No more than four courses with 100 level designations;
4. Minimal overlap between the courses.

Option B—Area Studies (includes Departmental Concentration, six courses)

1. Departmental concentration consisting of three courses specified within a CLAS academic department;
2. History/Philosophy/Humanities/Civilization Option—two courses in one of these four areas;
3. Social Science Option—PSY 114, General Psychology, or SOC 113, Introduction to Sociology.

Under Option B there is a maximum limit of four courses which may be taken in any one CLAS department. For further details see Guidelines for Liberal Arts Electives.

In selecting Mathematics tracks, liberal arts options and SOM majors and minors, it is expected that students will consult with their advisors. In making choices students should consider their intellectual interests and the academic requirements of particular programs.

GUIDELINES FOR LIBERAL ARTS REQUIRED COURSES

MATHEMATICS GUIDELINES

A. MATHEMATICS/STATISTICS SEQUENCES 9-12 Credits

Select one of the following groups

- I. 12 Credits
 - 3 MA 101 Introduction to College Mathematics
 - 3 MA 103 Mathematical Analysis
 - 3 MA 113 Elementary Statistics or EC 291 Intro to Statistics I
 - 3 EC 292 Intro to Statistics II
- II. 9 Credits
 - 3 MA 103 Mathematical Analysis
 - 3 MA 113 Elementary Statistics or EC 291 Intro to Statistics I
 - 3 EC 292 Intro to Statistics II
- III. 9 Credits
 - 6 MA 161-162 Calculus I-II
 - 3 MA 241 Statistical Analysis

B. MATHEMATICS COURSE DESCRIPTIONS

Math 101 Introduction to College Mathematics

A selection of topics in algebra and elementary analytic geometry. This course is intended to prepare students who have had one year of high school algebra to take MATH 103. Prerequisites: At least one year of high school algebra.

MATH 103 Mathematical Analysis

A brief introduction to differential and integral calculus. Theory is presented informally and topics and techniques are limited to polynomials, rational functions, logarithmic and exponential functions. This course cannot be used for major credit by students majoring in biology, chemistry, computer science, engineering technology, mathematics, or physics. Prerequisites: This course can be taken by entering freshmen who have completed two years of college track high school algebra or who have completed MATH 101.

MATH 161 Calculus I

Functions, graphs, analytic geometry of lines and circles, limits, continuity, derivatives, differential calculus of algebraic functions; applications to rate problems, maxima and minima and curve sketching. Prerequisites: Solid preparation in high school mathematics.

Natural Science Option 8 credits (including 2 credits of labs)

Science and Lab studies are offered in the following areas: Astronomy, Biology, Botany, Coastal Geology, Chemistry, Physical Science, Physics, Zoology. Consult the CLAS Catalog for other science options, course descriptions and prerequisites.

Students must satisfy the Natural Science Option by taking a year of science (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 the Department Chairperson.

Astronomy (Prerequisite: Math 103 Mathematical Analysis or equivalent.)

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

Biology

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

Science 253—Introduction to Marine Studies

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 and 114-L114

Chemistry (prerequisite for all Chemistry courses listed below: Math 103 Mathematical Analysis or equivalent.)

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 Chemistry 111 may substitute Science 102-L102 for Chemistry 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 103 Mathematical Analysis or equivalent.)

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 103 Mathematical Analysis or equivalent.)

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 the Chairperson of the Physics Department.

GUIDELINES FOR LIBERAL ARTS ELECTIVES

Students need not make decisions about liberal arts elective options as first semester freshmen. In fact, we recommend that students discuss the liberal arts options with their advisors, with the Chairpersons of the Liberal Arts Departments that they are interested in and, especially, students should consult one of the following advisors during their first semester at Suffolk University.

William Allen, Management Department
Lee Sutherland, Management Department
Myra Lerman, Dean's Office

Students select either Option A or B

OPTION A—THEMATIC CONCENTRATION (SIX COURSES)

Students develop a liberal arts thematic concentration by selecting:

1. One course from at least three of the following core areas: History, Humanities, Literature and Languages, Philosophy, Natural Sciences, and Social Sciences (Economics, Government, Psychology, and Sociology);
2. No more than three courses in any one core area;
3. No more than four courses with 100 level designations;
4. Minimal overlap between the courses.

OPTION B—AREA STUDIES (INCLUDES DEPARTMENTAL CONCENTRATION—SIX COURSES)

Students select liberal arts area studies which consist of three components:

1. Departmental concentration of three courses specified within a CLAS academic department;

2. History, Philosophy, Humanities, Civilization Option—2 courses in one of these four areas;

3. Social Science Option—PSY 114, General Psychology, or SOC 113, Introduction to Sociology.

Under Option B there is a maximum limit of four courses which may be taken in any one CLAS department.

Examples of Pre-approved Thematic and Pre-approved Departmental Concentrations follow. Should a student wish to pursue a program of study of his/her own choosing that is not listed below, the student needs to file a petition in the Dean's Office to obtain approval.

PRE-APPROVED DEPARTMENTAL CONCENTRATIONS

Communications and Speech

3 courses in one of the following:

Track 1: Legal Argument—courses required from Argumentation, Persuasion, Advanced Argumentation, Propaganda, Legal Communication, Media Law, Advanced Legal Communication

Track 2: Rhetoric and Forensics—courses required from Forensics, Popular Culture, Oral Interpretation, Argumentation, Persuasion, Advanced Forensics, Rhetorical Theory, Propaganda, Media and Speech Writing, American Public Address, Political Rhetoric

Track 3: Mass Communications—courses required from Mass Communication, Studio Operations, Broadcasting, Media Production, Media Advertising, Propaganda, Media and Speech Writing, Advanced Media Production, Media Law

Track 4: Public Relations and Organizational Communication—courses required from Interpersonal Communication, Interviewing, Business Communication, Media Advertising, Organizational Communication, Listening, Media and Speech Writing, Consulting, Public Relations, Decision Making, Advanced Organizational Communication

Track 5: Theatre—courses required from Theatre Arts, Theatre Practicum, Acting I and II, Oral Interpretation, Theatre Workshop, Directing

Computer Science

Computer Science 131–132 (Computer Programming I and II), plus either Computer Science 253 (Assembly Language and Computer Structure) or

Physics 351 (Introduction to Micro-processors). Any of these courses that are used to satisfy other SOM requirements must be replaced in the departmental concentration by Computer Science courses numbered 200 or higher.

Economics

Economics 381-382 (Intermediate Micro Theory, Intermediate Macro Theory), plus one of the following courses:

- Economics 292 (Intro. to Statistics II)
- Economics 383 (Money and Banking)
- Economics 484 (Senior Seminar in Economics)

English

One course each from three of the English core groups (310-319; 320-329; 330-339; 340-349; 350-359; 360-369). *Note:* English H513 (English Honors Seminar) may replace one of these three courses.

Foreign Language for Business

3 courses in French or Spanish, beginning at the student's level of competence.

Government

Government 111 and L111 (Politics and Government I and lab) *or* Government 112 and L112 (Politics and Government II and lab), plus two courses chosen from the following list:

- American Government Group—GVT 221, 222, 243, 244, 253, 346, 347, 355 or 357
- International Relations Group—GVT 261, 262, 363, 463
- Political Theory Group—GVT 274, 275, 374, 473, 475
- Comparative Government Group—GVT 283, 383, 385, 387, 389, 483, 485, 487

History

Any three History courses other than those which may be used to satisfy the History-Philosophy-Humanities-Languages (HPHL) Option for SOM undergraduates (that is, any three History courses *other than* History 101-102, History 121-122, History 151-152, and History 181-182.)

Journalism

Journalism 113 (Introduction to Journalism), plus two of the following courses:

- Journalism 114 (Newswriting)
- Journalism 213 (Law of Communications)
- Journalism 243 (Intro. to Public Relations)
- Journalism 313 (Reporting Fundamentals)
- Journalism 443 (Propaganda & the Mass Media)

Mathematics

9 credits in Mathematics (in addition to course work used to satisfy the standard Mathematics requirement) at or above the level of Mathematics 161.

Philosophy

Any 3 courses in Philosophy *other than* the course used (if any) to satisfy the History-Philosophy-Humanities-Languages (HPHL) Option for SOM undergraduates, and *other than* Philosophy 113-114 (Informal, Formal Logic).

Psychology

3 of the following courses:

- *Psychology 114 (General Psychology)
- Psychology 213, L213 (Experimental Psychology/General and lab)
- Psychology 223 (Psychology of Human Development)
- Psychology 224 (Social Psychology)
- Psychology 225 (Abnormal Psychology)
- Psychology 226 (Theories of Personality)

*If Psychology 114 is used to meet another SOM requirement, students would take 3 of the other Psychology courses listed above.

Sociology

3 of the following courses:

- *Sociology 113 (Introductory Sociology)
- Sociology 114 (Sociology & Urban Problems)
- Sociology 214 (Research Methods)
- Sociology 215 (Sociological Theory)

*If Sociology 113 is used to meet another SOM requirement, students would take the other 3 Sociology courses listed above.

Women's Studies

Women's Studies 111 (Women, History, and Culture) *or* Women's Studies 113 (Women, Science, and Society), plus two courses from the following list:

- English 387 (Women and Literature)
- Government 203 (Women in Politics)
- Government 205 (Women in 3rd World Politics)
- History 371 (Women in American History)
- History 372 (Women in Europe and the 3rd World)
- History 376 (History of the Women's Movement)
- Humanities 255 (Women in the Judeo-Christian Tradition)
- Humanities 256 (Women in World Religions)
- Philosophy 130 (Women in Philosophy)
- Psychology 237 (Psychology of Women)
- Sociology 273 (Women in Contemporary Society)
- Sociology 275 (Women and Crime)

Sociology 286 (Women and Work)
 Sociology 355 (Women and Health)
 Women's Studies 503 (Field Studies in Women's Studies).

PRE-APPROVED THEMATIC CONCENTRATIONS

Black Studies

English 357-58 (Afro-American Literature)
 Government 383 (African Politics)
 Government 435 (Race and Public Policy)
 History 261-62 (African History)
 History 271-72 (Afro-American History)
 History 394 (Slavery)
 Journalism 417 (Minority Press in America)
 Sociology 227 (Sociology of Minorities)
 Sociology 228 (Cultural Diversity & Human Needs)

Law

C.Sp. 439 (Legal Communication)
 C.Sp. 485 (American Public Address)
 C.Sp. 495 (Advanced Legal Communication)
 English 290 (Law and Literature)
 Government 243 (American Constitutional Law)
 Government 244 (Civil Liberties)
 Government 339 (Community Advocacy: Law and Politics)
 Government 442 (Bicentennial & Constitutional Reform)
 Government 463 (International Law & Organization)
 History 211 (British History I)
 History 484 (Crime, Law, & Society in America)
 History 485 (History of American Law)
 Journalism 213 (Law of Communications)
 Philosophy 127 (Law, Business, and Society)
 Philosophy 214 (Social and Political Philosophy)
 Sociology 234 (Intro. to Crim. Justice Systems)
 Sociology 235 (Sociology of Law)
 Sociology 285 (Sociology of Organizations)
 Sociology 335 (Corrections and Punishment)
 Sociology 337 (Juvenile Justice and the Law)
 Sociology 338 (White Collar Crime)

Business Studies

C.Sp. 275 (Business and Professional Comm.)
 C.Sp. 375 (Organizational Communication)
 C.Sp. 479 (Decision-Making)
 Economics 207 (Labor and Human Resources)
 Economics 303 (Industrial Organization)
 Economics 433 (Public Choice)
 Government 233 (Public Relations and Lobbying)
 Government 337 (Government Policy and Business)
 History 201-02 (History of Business)
 Philosophy 119 (Ethics)

Philosophy 123 (Social Ethics)
 Philosophy 125 (Business Ethics)
 Philosophy 126 (Business and Social Responsibility)
 Philosophy 127 (Law, Business & Society)
 Philosophy 128 (Phil. of Democracy and Business)
 Psychology 243 (Industrial Psychology)
 Psychology 245 (Consumer Psychology)
 Psychology 343 (Personnel Psychology)
 Psychology 344 (Organizational Psychology)
 Sociology 264 (Technology and Society)
 Sociology 265 (Computers and Society)
 Sociology 283 (Sociology of Work and Occupations)
 Sociology 285 (Sociology of Organizations)
 Sociology 286 (Women and Work)

American Civilization/Literature

Any American literature course in the English Department numbered 300 or above
 Government 103 (American Government)
 Government 243 (American Constitutional Law)
 Government 244 (Civil Liberties)
 Government 253 (State and Local Government)
 Government 346 (American Presidency)
 Government 347 (Legislative Process)
 Government 355 (American Parties and Politics)
 Government 356 (Mass. Politics and Elections)
 Government 357 (Urban Politics and Government)
 Government 363 (American Foreign Policy)
 Government 473 (American Political Thought)
 History 291-92 (American Diplomatic History)
 History 381 (American Colonial History)
 History 382 (American Revolution)
 History 383 (Boston: Heritage of A City)
 History 391 (The Young Nation 1789-1850)
 History 392 (Civil War and Reconstruction)
 History 393 (Old and New South)
 History 491 (Gilded Age 1877-1914)
 History 492 (U.S. 20th Century)
 Humanities 311 (Art of the United States)
 Philosophy 315 (American Philosophy)

Public Relations and Advertising

C.Sp. 359 (Media Advertising)
 C.Sp. 477 (Public Relations)
 English 377 (World of Film)
 Government 233 (Public Relations and Lobbying)
 Humanities 113-14 (Intro. to Commercial Art)
 Journalism 243 (Intro. to Public Relations)
 Journalism 363 (Copywriting)
 Philosophy 126 (Business & Social Responsibility)
 Psychology 245 (Consumer Psychology)
 Sociology 228 (Cultural Diversity and Human Needs)

Technology and Society

Biology 213 (Bioethical Issues)

Biology 333, L333 (Ecology and lab)
 Chemistry 355 (Environmental Chemistry)
 Eng.Tech. 113 (Intro. to Engineering)
 Government 224 (Intro. to Public Policy)
 Government 337 (Government Policy and Business)
 Government 433 (Topics in Public Policy)
 Government 487 (Japan: Politics and Policy)
 History 423 (European Science and Society since the Renaissance)
 Integrated Studies 511 (The Machine)
 Philosophy 123 (Social Ethics)
 Philosophy 126 (Business & Social Responsibility)
 Psychology 243 (Industrial Psychology)
 Sociology 264 (Technology and Society)
 Sociology 265 (Computers and Society)
 Sociology 283 (Work and Occupations)

Period/Area Studies

1) Medieval

English 323 (Chaucer)
 English H513 (Honors Seminar, when relevant)
 French 311 (Masterpieces of Fr. Lit. I)
 Government 274 (Early Political Theory)
 History 311 (Cultural History of Middle Ages)
 History 500 (Studies in History, when relevant)
 Humanities 111 (History of Music I)
 Humanities 306 (Art of the Middle Ages)
 Philosophy 117 (Ancient and Medieval Philosophy)
 Philosophy 514 (Advanced Topics in Philosophy, when relevant)

2) British

Any British literature course in the English Department numbered 300 or above
 History 211-12 (British History)
 History 213 (British Empire and Commonwealth)
 Philosophy 118 (History of Modern Philosophy)

3) Asian

Government 389 (Politics of China)
 Government 487 (Japan: Politics and Policy)
 History 251 (Far East)
 History 252 (India and Southeast Asia)
 History 351-52 (Japan)
 History 451-52 (China)
 Philosophy 124 (Oriental Philosophy)

4) Eighteenth Century

English 336 (Enlightenment)
 English 337 (18th-Century Novel)
 English 353 (Rise of American Fiction)
 Government 346 (American Presidency)
 Government 355 (American Parties and Politics)
 Government 442 (Bicentennial and Constitutional Reform)
 History 321 (Age of Kings and Philosophers)
 History 322 (French Revolution and Napoleon)
 History 381 (American Colonial)

History 382 (American Revolution)
 History 391 (The Young Nation [U.S.] 1789-1850)
 Humanities 308 (Art of Baroque and Rococo)
 Philosophy 315 (American Philosophy)

5) Latin America

Economics 505 (Studies in Economics, when relevant)
 Government 387 (Politics in Latin America)
 Government 505 (Studies in Government, when relevant)
 History 293-94 (Central American History)
 History 500 (Studies in History, when relevant)
 Spanish 207-08 (Hispanic Culture)
 Spanish 305 (Cultures of the Caribbean)
 Spanish 402 (Social Lit. of Latin America)
 Sociology 413 (Field Studies, when relevant)

6) France

Economics 505 (Studies in Economics, where relevant)
 French 109-10 (Contemporary Fr. Civilization)
 Government 505 (Studies in Government, when relevant)
 History 311 (Cultural History of Middle Ages)
 History 321 (Age of Kings and Philosophers)
 History 433 (French Revolution and Napoleon)
 History 500 (Studies in History, when relevant)

7) International Affairs

Economics 101 (Intro. to Economics)
 Economics 441 (International Trade)
 Economics 442 (International Monetary Policy)
 Economics 333 (Comparative Economic Systems)
 Government 261 (Theory and Practice of International Relations)
 Government 363 (American Foreign Policy)
 Government 463 (International Law and Organization)
 Government 509 (United Nations Seminar)
 Government 526/28/29 (London Internship/Seminar)
 History 221-22 (European Diplomatic History)
 History 291-92 (American Diplomatic History)
 Modern Languages: two semesters at appropriate level

Popular Culture

C.Sp. 255 (Mass Communications)
 C.Sp. 285 (Media and Popular Culture)
 C.Sp. 437 (Propaganda)
 English 378 (Fantasy and Folklore)
 English 396 (American Political Literature)
 English: any 20th-century course numbered 300 or above
 Government 244 (Civil Liberties)
 Government 335 (Politics of Health Care)
 History 281-82 (American Social and Cultural)
 History 374 (American Urban History)

History 421-22 (Eur. Cultural and Intellectual)
 Humanities 310 (Art of the 20th Century)
 Journalism 253 (Documentary Film)
 Journalism 316 (Press and Society)
 Journalism 443 (Propaganda and the Mass Media)
 Journalism 453 (TV Documentary)
 Philosophy 123 (Social Ethics)
 Philosophy 125 (Law, Business, & Society)
 Psychology 103 (Psychology of Sports)
 Psychology 113 (Psych and Contemporary Living)
 Sociology 325 (Popular Culture in America)
 Women's Studies 111 (Women, History, and Culture)

Interpersonal Relations

C.Sp. 215 (Interpersonal and Group Comm.)
 English 388 (Literature of Love)
 Philosophy 123 (Social Ethics)
 Psychology 113 (Psych and Contemporary Living)
 Psychology 224 (Social Psychology)
 Psychology 236 (Psychology of the Modern Family)
 Psychology 571 (Helping Relationships)
 Psychology Ser 503 (Interpersonal Relationships)
 Sociology 225 (Sociology of Romance)
 Sociology 228 (Cultural Diversity & Human Needs)
 Sociology 276 (Sex and Society)

Studies in Religion

English 213-14 (Bible as Literature)
 History 301-02 (Ancient World)
 History 311 (Cultural History of Middle Ages)
 History 377 (Women and Religion in America)
 Humanities 255 (Women in the Judeo-Christian Tradition)
 Humanities 256 (Women in World Religions)
 Philosophy 215 (Philosophy of Religion)
 Sociology 226 (Religion in American Society)

Women's Studies

English 387 (Women and Literature)
 Government 203 (Women in Politics)
 Government 205 (Women and Third World Politics)
 History 371 (Women in American History)
 History 372 (Women in Europe & Third World)
 History 376 (History of the Women's Movement)
 History 377 (Women & Religion in America)
 Humanities 255 (Women in the Judeo-Christian Tradition)
 Humanities 256 (Women in World Religions)
 Philosophy 130 (Women in Philosophy)
 Psychology 235 (Psychology of Being Male & Female)
 Psychology 237 (Psychology of Women)
 Sociology 273 (Women In Contemporary Society)
 Sociology 275 (Women and Crime)
 Sociology 286 (Women and Work)
 Sociology 355 (Women and Health)
 Women's Studies 111 (Women, History, & Culture)
 Women's Studies 113 (Women, Science, & Society)
 Women's Studies 503 (Field Studies in Women's Studies)

Women's Studies 511 (Directed Study in Women's Studies)

Students are encouraged to develop their interests by pursuing studies in depth and breadth. Students interested in thematic or departmental concentrations not listed above need to consult their advisors to discuss concepts and logistics.

HUMANITIES/HISTORY/PHILOSOPHY/CIVILIZATION OPTION

For students choosing Option B of the Liberal Arts Electives Block, select two courses in one of the four areas.

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 should consult their advisors and the Chairperson of the CLAS department.

Humanities

Humanities 101 &/or 102—Introduction to the Humanities I-II
 Humanities 111—Humanities, the Art Mode
 Humanities 112—Humanities, the Music Mode
 Courses may be taken in any order or sequence.

Philosophy

Philosophy 113, 114—Informal Logic, Formal Logic
 Philosophy 115 &/or 116—Introduction to Philosophy I-II
 Philosophy 117, 118—History of Philosophy I-II
 Philosophy 123—Ethics
 Philosophy 124—Oriental Philosophy

Transfer students with three semester hours in Philosophy may take any one of the eight courses. Students taking all six semester hours in Philosophy must take 115 or 117; any one of the other 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
 History 181, 182—American History 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, 181-182.

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

Civilization

French 209, 210—Contemporary French Civilization I, II
 French 211, 212—The French-Speaking World I, II
 Spanish 207, 208—Hispanic Culture I, II

Accounting Major

The objective of the undergraduate program in Accounting is to serve as entry preparation for professional accounting careers in public practice, business/industry, and government. Completion of the degree in Accounting meets the degree requirements 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 CPAs of their resident state to determine specific requirements. Students majoring in Accounting may also sit for the CMA (Certificate in Management Accounting) examination.

Candidates for the Bachelor of Science in Accounting will have an approved record of preprofessional or professional accounting experience of 150 hours. Experience may be acquired through internship, part or full-time employment, or cooperative education. Approval must be obtained from both the Career Service Office and the Accounting Department.

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.

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

Accounting Curriculum Requirements

		Sem. Hrs.
Freshman		
ENG 101-102	Freshman English I-II	6
C.SP 177	Business Communication	3
CIS 211	Introduction to Computer Information Systems	3
MATH/STATS Sequence*		6
NATURAL SCIENCE OPTION*		8

Sophomore		
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal and Social Environment of Business	3
MATH/STATS Sequence*		3(6)
EC 281, 282	Principles of Economics I, II	6
ENG 213	Literary Masters of England I	3
ENG 214 OR	Literary Masters of England II OR	
ENG 215	Literary Masters of America	3

Junior		
ACT 321, 322	Intermediate Accounting I, II	6
ACT 331	Cost Accounting	3
ACT 332	Accounting Info. Systems	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3

Senior		
MGT 410	Quantitative Decision Making	3
ACT 411, 412	Advanced Accounting I, II	6
ACT 413	Auditing	3
ACT 421	Taxation	3
MGT 429	Business Policy	3
BLAW 214**	Law of Contracts and Commercial Transactions OR	
OR		
BLAW 315	Law of Business Associations and Property	3

**Students may take BLAW 214 or 315 anytime after the prerequisite requirement of BLAW 213 is met.

Free Electives 6-9 Credits

Liberal Arts Electives 18 Credits*

Free electives may be SOM or CLAS courses. The number of Free Electives depends on which MATH/STATS Sequence a student selects. Students may take Free Electives and Liberal Arts Electives at any level (Freshman/Sophomore, etc.)

*Please refer to Guidelines for Liberal Arts Courses.

Required Courses (9)

Intermediate Accounting I-II	ACT 321-322
Cost Accounting	ACT 331
Accounting Info. Systems	ACT 332
Advanced Accounting I, II	ACT 411-412

Auditing	ACT 413
Taxation	ACT 421
Law of Contracts and	BLAW 214
Commercial Transactions OR	OR
Law of Business Associations ...	BLAW 315
and Property	

Elective Courses:

Accounting Theory	ACT 410
Institutional and	
Governmental Accounting ...	ACT 415
Advanced Taxation	ACT 422
Directed Individual Study	ACT 510

Accounting Courses

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. International accounting is also discussed.

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 103—*Mathematical Analysis.* 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. International aspects of managerial accounting are included. 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. International aspects of managerial accounting are considered.

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 is placed 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 decision 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.* A continuation of ACT 331, 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.

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: formation and termination, installment sales, consignments, inflection, incomplete data, and changes in financial position. International aspects of advanced accounting are discussed.

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 reviews 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 tax-

ation 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".

Business Law Courses

The subject matter of Business Law is interdisciplinary in nature and affects the decision making process in business. The primary objective of the Business Law Department is to serve the needs and support the goals of the various majors in the School of Management.

Every SOM student is required to take "Legal and Social Environment of Business" (BLAW 213).

Accounting majors are required to take one additional Business Law course from the 2-3 elective law courses offered each year. Every SOM graduate student is required to take "Legal Environment of Management" (BLAW 617) unless waived by the Dean's Office.

Any Business Law course that is not required may be utilized as a business elective irrespective of major. This is true for both undergraduate and graduate students.

BLAW 213—Legal and Social Environment of Business.

A study of the legal environment in which private business and individual entrepreneurs must operate. Emphasis is placed on the historical, ethical, social and government influences on the legal system and on society. Government regulation of international and domestic business is discussed. (Required of all School of Management undergraduate students.)

BLAW 214—Law of Contracts and Commercial Transactions.

Prerequisite: BLAW 213—*Legal Environment of Business.*

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).

BLAW 315—Law of Business Associations and Property.

Prerequisite: BLAW 213—*Legal Environment of Business.*

A detailed 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 BLAW 214 or BLAW 315.

Elective for all other students. May be used as a business elective for any major.

NOTE: If a student has never taken a contracts course, it is recommended that BLAW 214 be given first priority.

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

Prerequisite: BLAW 213—*Legal Environment of Business.*

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 is designed to prepare students for careers in business, industry, and government, and for graduate studies which emphasize the application of computer-based information systems to all areas of management. Students majoring in CIS also take the core of management courses common to all School of Management students.

The recent 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 applications. Additionally, the College of Liberal Arts and Sciences offers electives in Computer Science, which can be included in this major.

The Computer Information Systems (CIS) major requires 21 credits in CIS courses, with a minimum of 18 CIS credits completed at Suffolk University.

Computer Information Systems Curriculum Requirements

Freshman		Sem. Hrs.
ENG 101-102	Freshman English I-II	6
C.SP 177	Business Communication	3
CIS 211	Introduction to Computer Information Systems	3
MATH/STATS Sequence*		6
NATURAL SCIENCE OPTION*		8

Sophomore		
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal & Social Environment of Business	3
MATH/STATS Sequence*		3(6)
EC 281-282	Principles of Economics I-II	6
ENG 213	Literary Masters of England I	3
ENG 214 OR	Literary Masters of England II OR	
ENG 215	Literary Masters of America	3
CIS 213	Business Programming/COBOL	3

Junior		
ACT 311	Managerial Accounting	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3
CIS 214	Advanced COBOL	3
CIS 313	Systems Analysis and Design	3

Senior		
MGT 410	Quantitative Decision Making	3
MGT 429	Business Policy	3
CIS 410	Management Information Systems	3
CIS 423	Data Base Management Systems	3
CIS 424	Managerial Applications of Microcomputers	3
CIS Elective		3

Free Electives 9-12 Credits

Liberal Arts Electives 18 Credits*

Free electives may be SOM or CLAS courses. The number of free electives depends on which MATH/STATS Sequence a student selects. Students may take free electives and Liberal Arts electives at any level (Freshman/Sophomore, etc.)

CIS major courses need not be taken in the sequence listed as long as prerequisite and leveling requirements are met.

*Please refer to Guidelines for Liberal Arts Electives.

Required Courses: (7)

Introduction to Computer Information Systems CIS 211
(required of all School of Management majors)

Business Programming with COBOL	CIS 213
Advanced COBOL	CIS 214
Systems Analysis and Design	CIS 313
Management Information Systems	CIS 410
Data Base Management Systems	CIS 423
Managerial Applications of Microcomputers	CIS 424

Elective Courses: (select 1)

Computer Programming I	CMPSC 131
Computer Programming II	CMPSC 132
Organization of Programming Languages	CMPSC 333
Information Systems Consulting Project	CIS 413
Packaged Software Products	CIS 415
Special Topics in Computer Information Systems	CIS 419
Computer Simulation and Modeling	CIS 420
Telecommunications	CIS 425
Directed Individual Study in CIS	CIS 510

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

CMPSCI 131	Computer Programming I, PASCAL
CMPSCI 132	Computer Programming II, PASCAL

CMPSCI 253	Assembly Language and Computer Structure
CMPSCI 353	Architecture of Computer Systems
CMPSCI 263	File Processing
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 may also 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

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

CIS 211—Introduction to Computer Information Systems.

CIS 212 or the equivalent may not substitute for CIS 211.

Covers the history, terminology, economic tradeoffs, organizational, social and technological implications of computerized management information systems. Includes hardware, software, systems analysis, and implementation issues. Also introduces use of the BASIC programming language, microcomputer spreadsheet packages; and illustrates MIS applications in several business functional areas.

CIS 212—Business Applications of BASIC and Packaged Software.

Prerequisite: CIS 211—Introduction to CIS. For non-CIS majors only.

Covers extended BASIC programming, with em-

phasis on business applications. Topics include problem specification, algorithm formation, arrays, string manipulation, filing, and documentation. Also involves projects and case studies applying time-sharing and microcomputer software packages. Applications include database manager, spreadsheet, word processors, and integrated packages. Extensive use of the Suffolk's Computer System and Microcomputer Laboratory.

CIS 213—Business Programming with COBOL.

Prerequisite: CIS 211—Introduction to CIS.

An introduction to the COBOL programming language for 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 including program maintenance and the management of programming projects.

CIS 313—Systems Analysis and Design.

Prerequisite: CIS 211—Introduction to CIS.

Covers the concepts, techniques and tools useful to the analysis, design, and implementation of computer-based business information systems. Topics include development life cycle, feasibility analysis, system specification and design, reports and forms design, selection of hardware and software, and implementation. Field projects examine systems acquisition and software evaluation at nearby firms and agencies. Multinational communication networks and regulations are also discussed.

CIS 410—Management Information Systems.

Prerequisite: CIS 313—Systems Analysis and Design. May not be taken concurrently with CIS 313.

This capstone advanced course emphasizes philosophies, concepts and practices for the development and implementation of organizational management information systems. Pertinent MIS concepts and issues are studied through readings,

cases, guest speakers, 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.

Prerequisite: CIS 313—Systems Analysis and Design.

The student chooses 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.

Prerequisite: CIS 211—Introduction to CIS.

Examines several widely used software packages relevant to managers, and includes extensive projects with several packages on microcomputers and the Suffolk time-sharing computer. Studies the procedures, benefits and disadvantages of purchasing, instead of developing, applications software.

CIS 419—Special Topics in Computer Information Systems.

Prerequisites: CIS 211—Introduction to CIS, and 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 CIS 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: CIS 313—Systems Analysis and Design. 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 Microcomputer Laboratory.

CIS 424—Managerial Applications of Micro-computers.

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 products.

CIS 425—Telecommunications.

Prerequisite: CIS 313—Systems Analysis & Design.

A broad introduction to concepts, terminology, management issues, and technical trends in aspects of telecommunications most relevant to CIS. Includes micro to mainframe interfaces, local area networks, evolving protocol standards, integration of voice and data services, and evaluation of relevant products and services. Practical laboratory exercises and field projects will acquaint students with applications of current hardware and software, while emphasizing fundamental concepts and likely future trends.

CIS 510—Directed Individual Study in Computer Information Systems.

Refer to "Directed Study."

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 consists of a minimum of 21 semester hours of course work entailing four required courses, and three Finance electives, to be completed at Suffolk University.

Finance Curriculum Requirements

		Sem. Hrs.
Freshman		
ENG 101-102	Freshman English I, II	6
C.SP 177	Business Communication	3
CIS 211	Introduction to Computer Information Systems	3
MATH/STATS Sequence*		6
NATURAL SCIENCE OPTION*		8

Sophomore		
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal and Social Environment of Business	3
ENG 213	Literary Masters of England I	3
ENG 214 OR	Literary Masters of England II OR	
ENG 215	Literary Masters of America	3
EC 281-282	Principles of Economics I-II	6
MATH/STATS Sequence*		3(6)

Junior		
ACT 311	Managerial Accounting	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3
EC 383	Money and Banking	3
FIN 315	Principles of Investments	3

Senior		
ACT 421	Taxation	3
MGT 410	Quantitative Decision Making	3
FIN 419	Problems in Managerial Finance	3
MGT 429	Business Policy	3
Finance Major Courses**		9

Free Electives 9-12 Credits

Liberal Arts Electives 18 Credits*

Free electives may be SOM or CLAS courses. The number of free electives depends on which MATH/STATS sequence a student selects. Students may take free electives and liberal arts electives at any level (Freshman/Sophomore, etc.)

*Please refer to Guidelines for Liberal Arts Requirements.

**Finance Major Courses need not be taken in the sequence listed; students may split courses between the Junior and Senior years as they wish.

Required Courses: (4)

Principles of Investments	FIN 315
Problems in Managerial Finance	FIN 419
Taxation	ACT 421
Money and Banking	EC 383

Elective Courses (select three)

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

Finance Courses

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 281-282—*Principles of Economics I-II*, 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.

FIN 313—General Insurance.

Prerequisite: FIN 310—*Business Finance*.

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 and trend and ratio analysis.

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.

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.

Prerequisite: 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.

Prerequisites: 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 and credit availability.

FIN 510—Directed Individual Study in Finance.

Refer to "Directed Study"

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, whether it is 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 of 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. Four management required courses and at least two major elective courses must be completed at Suffolk University.

Management Curriculum Requirements

		Sem. Hrs.
Freshman		
ENG 101-102	Freshman English I-II	6
C.SP 177	Business Communication	3
CIS 211	Introduction to Computer Information Systems	3
MATH/STATS Sequence*		6
NATURAL SCIENCE OPTION*		8
Sophomore		
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal and Social Environment of Business	3
MATH/STATS Sequence*		3(6)
EC 281-282	Principles of Econ I, II	6
ENG 213	Literary Masters of England I	3
ENG 214 OR	Literary Masters of England II OR	
ENG 215	Literary Masters of America	3
Junior		
ACT 311	Managerial Accounting	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3
Management Major Courses**		6
Senior		
MGT 410	Quantitative Decision Making	3
MGT 419	Problems of General Management	3
MGT 429	Business Policy	3
Management Major Courses**		9

Free Electives 12-15 Credits

Liberal Arts Electives 18 Credits*

Free electives may be SOM or CLAS courses. The number of free electives depends on which MATH/STATS sequence a student selects. Students may take free electives and liberal arts electives at any level (Freshman/Sophomore, etc.)

*Please refer to Guidelines for Liberal Arts Requirements.

**Management major courses need not be taken in the sequence listed; students may split courses between the Junior and Senior years as they wish.

Required Courses: (4)

Problems of General Management MGT 419

Plus three of the following courses:

Personnel Administration	MGT 313
Production and Operations Management	MGT 319
Management of Small Business ..	MGT 320
Labor Relations	MGT 323

Elective Courses: (select two)

Materials Management	MGT 315
Career and Life Planning for Management	MGT 325
Entrepreneurship	MGT 326
Starting New Ventures	MGT 327
Directed Individual Study	MGT 510
General Insurance	FIN 313
Principles of Investments	FIN 315
Real Estate	FIN 317
Analysis of Financial Statements	FIN 410
Multinational Financial Management	FIN 417
Sales Management	MKT 313
Consumer Behavior	MKT 317
Marketing Research	MKT 319
International Business	MKT 321
Systems Analysis and Design	CIS 313
Management Information Systems	CIS 410

Management Courses

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 students to the 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.

MGT 310—Principles of Management.

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

Studies the principles and techniques underlying the successful organization and management of business activities. The topics include production and operations management, organizational behavior and theory, human resource management and management of international business. 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 domestic and international business settings. Primary attention is paid to 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 modern analytic techniques such 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.

Prerequisite: 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.

Prerequisites: 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 want to start their own business. It 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 businesses.

MGT 327—Starting New Ventures.

Prerequisites: MGT 310—*Principles of Management*, MKT 310—*Principles of Marketing*.

Concerns the entry into ownership and management of new ventures, either by start-up of new enterprises or by acquisition of an ongoing concern. Concentrates on how ventures are started; 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 plan, legal considerations, and tax and real estate issues for entrepreneurs.

MGT 410—Quantitative Decision-Making.

Prerequisites: MGT 310—*Principles of Management*, EC 291—*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*; must be taken in the senior year.

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.

Prerequisites: FIN 310—*Business Finance*, MGT 310—*Principles of Management*, MKT 310—*Principles of Marketing*, and MGT 317—*Organizational Behavior*; must be taken in the senior year.

Covers and integrates administrative processes and decision-making under uncertainty in business areas of marketing, accounting, management, finance, personnel, and production. It also focuses on strategic and policy issues from the viewpoint of senior management in both domestic and international corporations. 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."

Marketing Major

Marketing encompasses business activities that are designed to plan, distribute, price and promote products and services to customers. Customers may be buying for personal or business use.

The Marketing major will learn to identify customer needs and develop the products, services and programs to satisfy them. The analysis, planning and control of these activities is pivotal to the success of any organization, profit or non-profit.

The major in Marketing consists of a minimum of 18 semester hours of course work, two marketing electives and four required marketing courses, to be completed at Suffolk University

Marketing Curriculum Requirements

		Sem. Hrs.
Freshman		
ENG 101-102	Freshman English I-II	6
C.SP 177	Business Communication	3
CIS 211	Introduction to Computer Information Systems	3
MATH/STATS	Sequence*	6
NATURAL SCIENCE	OPTION*	8

Sophomore		
ACT 211-212	Principles of Accounting I-II	6
BLAW 213	Legal and Social Environment of Business	3
MATH/STATS	Sequence*	3(6)
EC 281-282	Principles of Econ I-II	6
ENG 213	Literary Masters of England I	3
ENG 214 OR	Literary Masters of England II OR	
ENG 215	Literary Masters of America	3

Junior		
ACT 311	Managerial Accounting	3
MGT 310	Principles of Management	3
MKT 310	Principles of Marketing	3
FIN 310	Business Finance	3
MGT 317	Organizational Behavior	3
Marketing Major Courses**		6

Senior		
MGT 410	Quantitative Decision Making	3
MGT 419	Marketing Policies and Strategies	3
MGT 429	Business Policy	3
Marketing Major courses**		9

Free Electives 12-15 Credits

Liberal Arts Electives 18 Credits*

Free electives may be SOM or CLAS courses. The number of free electives depends on which MATH/STATS sequence a student selects. Students may take free electives and liberal arts electives at any level (Freshman/Sophomore, etc.)

*Please refer to Guidelines for Liberal Arts Requirements.

**Marketing Major Courses need not be taken in the sequence listed; students may split courses between the Junior and Senior years as they wish.

Required Courses: (4)

Sales Management	MKT 313
Consumer Behavior	MKT 317
Marketing Research	MKT 319
Marketing Policies and Strategies	MKT 419

Elective Courses (select two)

Promotion Management.....	MKT 315
Introduction to International Business	MKT 321
International Marketing.....	MKT 421
Retail Management	MKT 423
Directed Individual Study.....	MKT 510
General Insurance.....	FIN 313
Principles of Investments	FIN 315
Real Estate.....	FIN 317
Analysis of Financial Statements	FIN 410
Personnel Administration	MGT 313
Materials Management	MGT 315
Production and Operations Management	MGT 319
Management of Small Business	MGT 320
Labor Relations.....	MGT 323
Systems Analysis and Design.....	CIS 313
Management Information Systems.....	CIS 410

Marketing Courses

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*, EC 291—*Introduction to Statistics I* or MA 113—*Elementary Statistics*.

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

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.

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.

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 the market process.

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—Introduction to 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 boundaries 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.

MKT 419—Marketing Policies and Strategies.

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*; must be taken in the senior year. Integrates all areas of marketing activity through the analysis of marketing problems and policies. Problem solving approach is utilized to develop marketing analysis ability. Marketing majors are encouraged to take this course in the Fall Term rather than in 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 national and international markets. Particular attention is given to the formulation of marketing plans and programs and policies to integrate and coordinate such activities on a global basis.

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

Special Program Offerings

Minors The School of Management offers minors in four areas to School of Management students, and a minor in General Business studies to College of Liberal Arts and Sciences students as delineated below.

The Computer Information Systems Minor consists of CIS 313 Systems Analysis and Design (Prerequisite: CIS 211) plus any two of the following courses:

CIS 410	Management Information Systems
CIS 413	Information Systems Consulting Project
CIS 415	Packaged Software Products
CIS 419	Special Topics in CIS
CIS 420	Computer Simulations and Modeling
CIS 423	Data Base Management Systems
CIS 424	Managerial Applications of Microcomputers
CIS 425	Telecommunications

The Finance Minor consists of any 3 of the following courses, beyond completion of FIN 310:

FIN 315	Principles of Investments
FIN 410	Analysis of Financial Statements
FIN 413	Investment Analysis and Portfolio Management
FIN 417	Multinational Financial Management
FIN 432	Financial Institutions
FIN 317 OR	Real Estate OR
FIN 313	General Insurance

The Management Minor consists of any 3 of the following courses, beyond completion of MGT 310:

MGT 313	Personnel Administration
MGT 315	Materials Management
MGT 319	Production and Operations Management
MGT 320	Management of Small Business

MGT 323	Labor Relations
MGT 325	Career and Life Planning for Management
MGT 326	Fundamentals of Entrepreneurship
MGT 327	Starting New Ventures
MGT 419	Problems of General Management

The Marketing Minor consists of any 3 of the following courses, beyond completion of MKT 310:

MKT 313	Sales Management
MKT 315	Production Management
MKT 319	Marketing Research
MKT 421	International Marketing
MKT 423	Retail Management

School of Management students may choose to minor in any of a wide variety of departmental or interdisciplinary studies offered by the College of Liberal Arts and Sciences. Students should refer to the College of Liberal Arts and Sciences Bulletin for a full description of programs.

School of Management Minor for College of Liberal Arts and Sciences Students.

The minor in "General Business Studies" consists of 27 credits, six required courses:

MGT 110	Introduction to Business
EC 281	Principles of Economics—Micro
EC 282	Principles of Economics—Macro
ACT 211	Principles of Accounting I
ACT 212	Principles of Accounting II
MA 113 or	Elementary Statistics or
EC 291	Introduction to Statistics I

And any three of the following courses:

CIS 211	Introduction to CIS
BLAW 213	Legal and Social Environment of Business
FIN 310	Business Finance
MGT 310	Principles of Management
MKT 310	Principles of Marketing

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.

These courses offer students an opportunity to study factors affecting business activities in national and international markets.

MKT 321 Introduction to International Business
MKT 421 International Marketing
FIN 417 Multinational Financial Management

Directed Individual Study and Special Topic Courses

Students who have further interests in international business can pursue this by enrolling in Directed Individual Study. Departments occasionally offer courses dealing with specific international business issues in greater depth. They will be designated in the Course Schedule under Special Topics course listings.

Students may also enroll in selected elective courses offered by the College of Liberal Arts and Sciences such as:

Economics 441	International Trade
Economics 442	International Monetary Relations
Economics 444	Comparative Economic Systems
Government 262	Current Issues in International Relations
Government 283	Third World Politics
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