Suffolk University Academic Catalog, School of Management, 1988-1990

Suffolk University

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Suffolk University


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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 available to students of the University. It does not discriminate on the basis of age, race, color, religious belief, national or ethnic origin or marital or parental status in administration of its admissions policies, educational policies, scholarship and loan programs, athletic programs, or any of the academic or non-academic programs administered by any division of the University. Suffolk University does not discriminate on the basis of sex in violation of Title IX of the Educational Amendments of 1973, or any of the regulations specified in these Amendments, in the academic or non-academic programs which it offers. The University does not discriminate on the basis of handicap in violation of Section 504 of the Rehabilitation Act of 1973, or the regulations it specifies, in admission or access to its programs and activities. Inquiries concerning Title IX and other federal and state non-discrimination legislation may be referred to the Personnel and Equal Employment Opportunity Office, 11 Beacon Street, 12th 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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The University

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 business in 1937. Graduate business was added in 1948 and public administration in 1973. The School offered New England's first Executive M.B.A. program in 1978. 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 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 Cobscook Bay in Edmunds, Maine. Scholarship influences, and is influenced by, the world surrounding the university. Suffolk University is fortunate in its location: on Beacon Hill, near the State Capital, government agencies, the courts, and New England’s medical, business and financial centers. These resources are utilized to provide internships, cooperative education assignments, observation sites and other forms of experiential learning and research. The many cultural attractions of Boston are
readily available to students, and a public transportation system provides easy access to Boston's libraries, museums, and theaters. Throughout its history, Suffolk University has sought to establish linkages with the business, public administration, and legal communities which have responded generously with financial support, internships, cooperative education positions, research opportunities, adjunct faculty, professional advice and placements for graduates. This response has grown significantly in recent years as the quality of education offered to Suffolk University students becomes more widely known. With such encouragement and cooperation, Suffolk University envisions a future in which the University extends its regional influence and, building on the heritage of Gleason Arthur, embarks upon a course which will earn a national reputation for the University.

University Mission The School of Management is dedicated to the following objectives: To advance understanding which benefits both the private and public sectors.

To maintain a level of instructional performance consistent with the primary mission of the University, including: teaching effectiveness; providing each student knowledge of contemporary management practices and principles through a continually refined and updated curriculum; providing a liberal learning foundation intended to cultivate a comprehensive understanding of scientific, social, economic, political, and cultural factors as important facets of the environment within which an individual as well as organizations must operate.

To maintain a level of scholarly productivity congruent with academic program offerings of the School and responsive to the broad spectrum of management needs in the field.

To support the professional development of faculty in further enhancing their teaching, research, service and professional involvement in university, community, and professional activities.

To develop a quality faculty of diverse backgrounds and experience.

To provide service to the University, the community, and the professionals in the field.

To achieve and maintain an overall level of enrollment in relation to instructional resources which supports a personalized, innovative and quality learning experience and environment.

To take advantage of its strategic Boston location with regard to the composition of its student body; to research and service opportunities; and, to the educational resources made available by the diverse academic and professional opportunities of a major U.S. and international city.

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, communication, 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., a non-governmental, nationally recognized organization whose affiliated institutions range from elementary schools through collegiate institutions offering post-graduate instruction.

Accreditation of an institution by the New England Association indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer group review process. An accredited school or college is one which has available the necessary resources to achieve its stated purpose through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the New England Association is not partial but applies to the institution as a whole. As such, it is not a guarantee of the quality of every course or program offered or the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the status of an institution's accreditation by the New England Association should be directed to the administrative staff of the school or college. Individuals may also contact the Association: New England Association of Schools and Colleges, The Sanborn House, 15 High Street, Winchester, Massachusetts 01890, (617) 729-6762

Suffolk University is also accredited by the American Chemical Society, the American Bar Association, the Association of American Law Schools and the National Association of Schools of Public Affairs and Administration.

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 undergraduate and masters business programs offered by the School of Management, Suffolk University, are accredited by the American Assembly of Collegiate Schools of Business (AACSB).

The Suffolk University M.P.A. Program is accredited by the National Association of Schools of Public Affairs and Administration.

School of Management

Objectives

The following statement reflects current objectives of the School of Management, and is 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 ongoing 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 SATs (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.

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 procedure is recognized by the School of Management:

Successful completion of an advanced course in the subject field for which the course in transfer is a foundation. Advanced courses that may be used to validate transfer courses are specified in the Transfer Policies brochure. 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.

A transfer policies brochure is available from the Undergraduate Admissions Office. 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 to help students improve their study and verbal skills so that they will more effectively realize their academic potential while at Suffolk University.

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.

Continuing and Professional Studies Program (CAPS)  The Continuing and Professional Studies Program is a non-degree, continuing education program available to adults at Suffolk University. A student can register for college courses without formally applying for admissions status. CAPS students are required to submit a CAPS application. A student can take a maximum of
30 credit hours in the CAPS program. After the completion of 30 hours of course work, the student must apply for degree matriculating status.

In the School of Management, CAPS students are eligible to enroll in classes at the undergraduate level, and in School of Management courses 310 and higher only if the necessary prerequisites have been completed and they hold 54 credit hours (Junior status). CAPS students holding baccalaureate degrees may take a maximum of 6 credit hours in the MPA program prior to applying for degree status.

The School of Management does not allow CAPS students to register in MBA program courses.

**International Students** The International Student Office is housed in the Archer Building. 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 readmitted under the current curriculum.

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

**Admissions Information** Applications for undergraduate admissions 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) 573-8460.
Student Services and Activities

Accounting Lab  The Accounting Lab provides tutorial assistance to all students enrolled in Principles of Accounting courses. At the beginning of each semester the schedule of days and hours of operation is posted at the Ballotti Learning Center, 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 have 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 Career Planning and Cooperative Education Center encourages early and continued discussion of occupational plans, options, and opportunities. The Ballotti Learning 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. Students who are in the process of choosing a major are assigned faculty advisors who are generalists. 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 533.

Advisors to graduate students include faculty members, the Director of Executive Programs, staff of the Graduate Admissions Office, and the Director of Advising. Please refer to the section in Graduate Degree Programs for a further discussion of Graduate Advising. An Officer of the Day and Evening is available in the School of Management 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. In addition to carrying textbooks and supplies for courses, the bookstore also carries clothing, gift items, candy and cigarettes, 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 2:00 p.m., Saturday.

Campus Ministry The Campus Ministry Office is a place where people can drop by for discussion or direction. Campus Ministry also provides programs in which temporary 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 placements
- Workshops and mini-courses focused on career opportunities, resume writing and interview skills
- Alumni career advisory assistance
- Full and part-time job listing 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 careers.

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 and part-time 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 full-time or nine part-time 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 four and one half 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 9955 Mod-2 computer systems on-site at the University. Computer access by the School of Management is available in the John P. Chase Computer Room, or by using one of the terminals available in the Archer or John E. Fenton buildings.

Over 100 terminals are available. Computer access is also available from faculty offices, various special purpose resource areas, and by phone. Hardware resources also include microcomputers of models: Compaq Plus, IBM PC & IBM PC XT, Apple, Macintosh. Over half of the microcomputer systems are in the School of Management Microcomputer Laboratory in Sawyer 544.

Software on the academic PRIME 9955 includes programming languages: BASIC, COBOL, FORTRAN, PASCAL M PL/I and C. Major applications software products include: IFPS, LINMAP, LINPRO, MINITAB, SAS, SPSSx and TSP. Software is also available for accounting applications, critical path method, decision analysis, investment analysis, and maintenance policy simulation. The Business Policy Game, which is required for the undergraduate and graduate capstone management course, is one of the simulations available. Other management simulations include MARKSTRAT, the Sales Management Game, and the SOM Game. Users of the system also have access to on-line HELP and on-line documentation.

IBM PC compatible software includes: dBASE III, Electric Desk, IFPS, Javelin, Lotus 1-2-3, the Human Edge Series,
Microsoft Project, Multiplan, Paradox, PROLOG, PC Talk, PC Write and SYMPHONY. Software exclusive to the Macintosh computer includes Mac/write/paint/draw, Microsoft Word, and PageMaker. Software is also available for applications in: accounting, real estate, tax planning, and LSAT & CPA examination preparation. Several training/tutorial products are also available.

Support services include educational seminars and one-on-one peer 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 students include access to IBM PC compatible microcomputers in the Sawyer Library. A word processor is also available on request at the reference desk in the library.

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. Increasingly, use of microcomputers is required 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, and faculty/staff/students/alumni are eligible to purchase a low-cost system built by the University. School of Management students should contact the Office of Academic Computing HELP desk in Room 544 of the Sawyer Building for more information.

Course Numbering System and Course numbers read as follows:

<table>
<thead>
<tr>
<th>Course Number Range</th>
<th>Course Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>000–099</td>
<td>Developmental Programs</td>
</tr>
<tr>
<td>100–199</td>
<td>Introductory Level</td>
</tr>
<tr>
<td>200–299</td>
<td>Intermediate Level (prerequisite may be required)</td>
</tr>
<tr>
<td>300–499</td>
<td>Intermediate and Advanced Level (prerequisite may be required)</td>
</tr>
<tr>
<td>500–599</td>
<td>Undergraduate Directed Study Course (faculty permission required)</td>
</tr>
<tr>
<td>600–699</td>
<td>Lower level MBA courses</td>
</tr>
<tr>
<td>700–799</td>
<td>Graduate Core Courses</td>
</tr>
<tr>
<td>800–899</td>
<td>Graduate Electives</td>
</tr>
<tr>
<td>900–999</td>
<td>Graduate Directed Study Course (faculty permission required)</td>
</tr>
</tbody>
</table>

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.

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 composed of 15 individuals who are elected by the association each April and throughout the academic year. The EDSA budget comes from 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 8260.

All accidents or injuries occurring on University property should be reported to the Health Services Office. Any student contracting or exposed to a communicable disease should also contact the Health Services Office.

University Media Services The University Media Service 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. 8484 for hours and additional information. The Instructional Television Viewing Room is located in Donahue Room 215. Students can use 3/4" or 1/2" videotapes. There is no charge for this service. Please call ext. 8168 for hours.

International Student Advisor The International Student Office provides international students with a wide variety of administrative and support services related to legal, financial, and personal matters in order to facilitate their adjustment to the United States and Suffolk University. The office also acts as liaison between the immigration services; U.S. or home country government agencies; sponsoring agencies; and the Suffolk University system, including administrative and academic departments and personnel.

The Geno A. Ballotti Learning Center The Ballotti Learning Center is a multifaceted support service providing diverse programs for the Suffolk University community. Most Learning Center programs offer strategies and techniques for improving academic success. For this reason, Learning Center programs are appropriate for students preparing for graduate school as well as students needing academic support in their current undergraduate or graduate program.

The following services are available at the Center:

Peer Tutor Program: Peer instruction in strategies for Time Management, Exam Preparation, Text Comprehension, Note Taking, Learning Style Analysis, etc. applied to current course work. Particularly appropriate for students preparing for graduate school or for students who are having academic problems in more than one course.

Supplemental Instruction: Study group sessions for targeted high risk classes in which student leaders model techniques and strategies for understanding course content.

Campus Referral: Central service for providing referral information about resources on campus.

Materials Resource Library: Self-study help in math, English, study skills, typing, computers, and much more.

Course Component Program: Course support through faculty reservation of space and equipment in the Learning Center for specified classes, or through the placement of class-related software in the Center assigned as home work.

Minority Peer Liaison Program: Peer outreach to answer questions and generally support minority students during their transition into the Suffolk University community.

CLEP: College Level Exam Placement Test (CLEP) allowing students to receive college credit by demonstrating content achievement.
Graduate Exam Prep: Self-study graduate exam preparation programs for GRE, LSAT, GMAT, MCAT.

The Ballotti Learning Center is located in the Archer Building, on the corner of Derne and Temple Streets, in room 331. The Center is open 9:00 a.m. to 5:00 p.m. Monday through Friday. Evening and Saturday hours are posted each semester. All services are free. For further information stop by the Center or call (617) 573-8235.

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 99,000 volumes, more than 3,880 current periodicals, and 11,500 microfilm reels and 400,000 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 floor B of the library.

The Sawyer Library has seating for 400 students, 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, micro-form reader/printers, word processors and microcomputers.

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 Sunday 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 qualifications 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 basic understanding of the principles of leadership and management, and 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 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 and as a liaison to other support services and divisions of the University. The Office of the Assistant to the President is located in the Archer Building.

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

**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 helps students 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. Due to limited resources, it is not always possible to provide complete support services for special non-degree students. 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, (5) individual and group consultations designed 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 6:30 p.m., and on other evenings by appointment. Appointments can be made in Archer Room 301 or by telephone (573-8226).

**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.

Washington D.C. Internships and Symposia
Suffolk's Washington, D.C. connection—The Washington Center, offers internship and symposia programs in the capital city. Students may participate in the internship program during the spring, fall or summer semesters, or may enroll in the symposia program whenever it is offered throughout the year.

Up to 15 credits may be earned as an intern and three credits as a symposia participant. Suffolk University tuition will be transferred to cover the Washington Center housing and program fees. The only additional costs will be travel to and from Washington and everyday living expenses. Information is available in Sawyer 1226 (573-8126).

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 related to 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) completed at least one-third of the credit hours required for graduation, and 4) successfully completed 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. The 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.

Alpha Mu Alpha The American Marketing Association's Alpha Mu Alpha National Marketing Honorary is awarded to Marketing students graduating within the academic school year, who have achieved a grade point average ranking in the top 10% of all senior marketing students.

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 69 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. Representing both faculty and student members, the Theta Lambda Chapter is composed 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 in 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, founding member of Pi Alpha Alpha, has the distinction of being one of the ten chapters specifically authorized to admit graduate students. Students in the MPA program who have a minimum of 3.6, with at least 27 hours of graduate work in the Foundations program 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 year is ten percent of upper classmen 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 in 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 physics major but must 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 at least 3.0 in other courses, and should make a contribution to extra-curricular activities.

Honors in Modern Language  Students who have achieved a 3.0 average in general and at least a 3.3 average in modern language are eligible for honors if they are enrolled in a course beyond the intermediate level.

Outstanding Student Award  Each spring the School of Management presents an Outstanding Student Award to the individual with the highest cumulative grade point average in his/her respective class. To be eligible for consideration, a student must have accrued the following minimum credit hours while in attendance at Suffolk University.

<table>
<thead>
<tr>
<th>Class</th>
<th>Minimum Earned Credit Hours at Suffolk University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>15</td>
</tr>
<tr>
<td>Sophomore</td>
<td>42</td>
</tr>
<tr>
<td>Junior</td>
<td>72</td>
</tr>
<tr>
<td>Senior</td>
<td>106</td>
</tr>
</tbody>
</table>

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

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 co-curricular opportunities for students. The Student Activities Office provides services including: organizational assistance, programming advice, information, budgetary guidance, scheduling coordination, poster and flyer printing, room reservations, a monthly calendar of events, and direct advising for student organizations.

The following organizations are open to all students at Suffolk University. There are many other committees and University programs for those students who want to help shape the future of Suffolk University. For more information, contact the Student Activities Office and consult the 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/American Advertising Federation
Asian American Association

Athletics
  Varsity/intercollegiate
    basketball
cross-country
golf
hockey
soccer
tennis

Intramural
  basketball
flag football
handball
softball
squash
weight lifting

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)
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
Literary Society
Modern Language Club
MBA Association
Newman Club
Outdoor Activities Club
Phi Alpha Tau (Communications Arts Fraternity)
Phi Sigma Sigma Sorority (Social)
Pre Law Association
Political Science Association
Program Council (PC)
Psychology Club
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
Tau Kappa Epsilon (Social)
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 during the first week of class, and fifty dollars during the second and third weeks of class.

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 54 credits in order to take 300, 400 level 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.

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 or 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 con-
tained 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, 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-Time 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 add/drop 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 courses and the Registrar. Part-time students need the signatures of the adding course instructor and the Officer of the Day in the Dean's Office.

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, 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 Dean's Office. 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 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 (Independent Study forms are available in the Dean’s Office).

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 their school to ensure acceptance of credits. The number of transfer credits will be limited to one credit for each week of summer session attendance. Credit will be granted for course work 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 compelling circumstances. Students who transfer more than 62 semester hours may not take courses for credit at other institutions.

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 students with one to twenty-three semester hours; Sophomore standing, to those with twenty-four to fifty three semester hours; Junior standing, to those with fifty-four to eighty-three semester hours; Senior standing, to those with eighty-four semester hours.

Grading System  The following grading system applies to all undergraduate students.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Honor Point Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A−</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B−</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C−</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
</tbody>
</table>
D  1.0
D−  0.7
F   0
AU  0
I  Does not affect honor point average, but unless changed by the instructor to an 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 midpoint 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 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).

“L” (Lost) is awarded when a student’s name appears on a roster, but the student fails to appear in class or disappears prior to the last day for course changes without complying with 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 midpoint of the course, in terms of weeks of class, or, 2) if the student drops the course or officially withdraws from the University for valid and serious cause after the mid-point of the course. Valid cause includes serious illness, job transfer, problems involving family responsibilities, and similar circumstances beyond the student’s control. The legitimacy of such declarations for cause will be determined by the Dean of Student’s Office. Any reasons for cause must be documented, certified and submitted with the completed petition.

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

**Honor Point System** Scholastic averages will be computed as follows: 4.0 Honor Points will be granted for each semester hour of A grade work; 3.7 Honor Points for A− work; 3.3 Honor Points for B+ work; 3.0 for B work; 2.7 for B− work; 2.3 for C+ work; 2.0 for C work; 1.7 for C− work; 1.3 for D+ work; 1.0 for D work; 0.7 for D− Work; and 0.0 for F work. Grades of I, W, P and L are not computed in determining Honor Points. In a 3 semester hour course, a grade of A will count as 12 Honor Points (3 credits multiplied by 4.0 Honor Points = 12 Honor Points.)

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

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

Pass-Fail Courses A Pass-Fail Option is available to students in lieu of letter grades subject to the following limitations and regulations:

Eligibility is restricted to Juniors and Seniors in good academic standing and to those Junior and Senior transfer students who have completed a minimum of 15 semester hours of course work at Suffolk University. This option is limited to four 3 semester hour courses per student. An exception may be made for Psychological Services PS 503—Interpersonal Relations, which can be taken by any student as a Pass-Fail course with the consent of the instructor.

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

Students will designate courses as Pass-Fail on their registration forms at the time of registration. No changes from the 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 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 on the basis 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.
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 re-registration 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 Students Office.

A student not returning for re-registration 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

<table>
<thead>
<tr>
<th>Maximum Number of Credits Earned</th>
<th>Subject to Probation</th>
<th>Subject to Dismissal</th>
</tr>
</thead>
<tbody>
<tr>
<td>(less than 24 credits earned)</td>
<td>grade point average of 1.50-1.79</td>
<td>grade point average less than 1.50</td>
</tr>
<tr>
<td>(less than 54 credits earned)</td>
<td>grade point average of 1.60-1.89</td>
<td>grade point average less than 1.60</td>
</tr>
<tr>
<td>(less than 84 credits earned)</td>
<td>grade point average of 1.80-1.99</td>
<td>grade point average less than 1.80</td>
</tr>
<tr>
<td>(less than 100 credits earned)</td>
<td>grade point average of 1.85-1.99</td>
<td>grade point average less than 1.85</td>
</tr>
<tr>
<td>(at least 122 credits earned)</td>
<td>grade point average of 2.0 or better to qualify for graduation</td>
<td>grade point average of 2.0 or better to qualify for graduation</td>
</tr>
</tbody>
</table>

Academic Probation — Students subject to academic probation 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 elected 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, and do not do so may be dismissed from the University.

Students are urged to monitor their academic progress and to seek timely assistance, if needed, after mid-term grades have been reported.
Petition for Re-Admission  A student who has been dismissed may, as a matter of right, file a petition for re-admission with the Academic Standing Committee. This typewritten petition should contain a brief explanation of the cause of past academic difficulties encountered, and a plan indicating the corrective action that has been taken to improve one's academic standing; the date of the last semester attended should be included. 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 30 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 readmission.

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 expects 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: 1) earned at least 122 semester hours (30 semester hours of which must have been completed at Suffolk) 2) achieved a minimum 2.0 cumulative average and a minimum 2.0 average in the major.

The last thirty hours in any bachelor's degree program must be earned at Suffolk University. Eight years is the normal limit for completion of part-time or interrupted degree programs.

Transfer students must earn at least a 2.0 honor point average in courses completed at Suffolk University. At any point in their studies, students should be concerned if their average drops below 2.0, and they should seek prompt assistance.

Eligibility to Participate in Commencement Exercise  In addition to those students who have completed in quality and quantity the requirements for their respective degrees, students meeting the following conditions may also participate: 1) students will be allowed to participate in Commencement if they are within three courses or nine credits of fulfilling their requirements. 2) These last three to nine credits must be completed in the subsequent term. 3) Petitions are filed in the Registrar's Office. Completed petitions will be reviewed by the Registrar and Dean of the College for approval.

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 Students 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. Students may elect a double major combining any of the five areas of concentration (for example, Accounting/Finance, Computer Information Systems/Marketing, etc.)

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 and a 2.0 average in the major, in accordance with one of the plans for a major outlined in the following section.

Full-time students normally complete their degrees in four years unless they attend Summer Session to accelerate their programs. Part-time students will normally take five, six, or seven years to complete the requirements, depending on the course load carried and on whether they attend the Summer Session. Students are responsible for knowing and complying with specific degree requirements. Any exception to the program of study set forth herein must have written approval from the Dean's Office.

The School of Management offers a full complement of classes in the morning, afternoon, and evening hours, Monday through Friday, on a yearly basis. All courses are not offered each semester. Required courses must be taken when they are offered. Fall term runs from early September to mid-December; Spring term runs from mid-January to early May; and Summer term runs from mid-May to the end of August with two separate sessions. Students may enroll in the classes that suit their work and personal schedules. Often a full-time student will find that the early morning hours are preferable for classes, and late afternoon hours are often convenient for a part-time student. It is expected that full-time students will enroll primarily in day classes. The faculty and content for all day and evening courses are the same. Students are encouraged to take full advantage of the School of Management's variety of course time offerings.

Prerequisites The School’s curriculum is designed to enable students to acquire knowledge and skills cumulatively, building from
introductory material to more specialized or advanced study in areas of major concentration. Prerequisites have been established for courses which require 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.

For further discussion of upper and lower division courses, please refer to Undergraduate Course Requirements.

**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 & Gov't. Acct.
- ACT 421 Taxation
- ACT 422 Advanced Taxation

**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 322 Intermediate Accounting II
- ACT 411 Advanced Accounting I
- ACT 412 Principles of Accounting II
- ACT 421 Principles of Accounting II

**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 Business

**Prerequisites**
- BLAW 213 Legal & Social Environment of Business
- BLAW 213 Legal & Social Environment of Business
- BLAW 213 Legal & Social Environment of Business

**Computer Information Systems**

**Courses**
- CIS 212 End User Computing
- CIS 213 Bus. Programming w/COBOL
- CIS 214 Advanced COBOL

**Prerequisites**
- CIS 211 Introduction to Computer Information Systems
- CIS 211 Introduction to Computer Information Systems
- CIS 213 Business Programming w/COBOL

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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisites</th>
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</thead>
<tbody>
<tr>
<td>CIS 313</td>
<td>Systems Analysis and Design</td>
<td></td>
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<tr>
<td>CIS 410</td>
<td>Management Information Systems</td>
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<tr>
<td>CIS 413</td>
<td>Information Systems Consulting</td>
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<tr>
<td>CIS 415</td>
<td>Packaged Software Products</td>
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<tr>
<td>CIS 419</td>
<td>Special Topics in CIS</td>
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<tr>
<td>CIS 420</td>
<td>Computer Simulation &amp; Modeling</td>
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<td>CIS 423</td>
<td>Data Base Management Systems</td>
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<tr>
<td>CIS 424</td>
<td>Advanced Microcomputer Applications</td>
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<tr>
<td>CIS 425</td>
<td>Telecommunications</td>
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**Finance Courses**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisites</th>
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<tbody>
<tr>
<td>FIN 310</td>
<td>Business Finance</td>
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<td></td>
<td>Intermediate Finance</td>
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<td></td>
<td>FIN 315 Principles of Investments</td>
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<td>FIN 317 Real Estate</td>
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<td>FIN 410 Analysis of Financial Statements</td>
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<td>FIN 413 Investment Analysis &amp; Portfolio Management</td>
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<td>FIN 417 Multinational Financial Management</td>
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<td>FIN 419 Problems of Managerial Finance</td>
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<tr>
<td>FIN 432</td>
<td>Financial Institutions</td>
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</table>

**Management Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisites</th>
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</thead>
<tbody>
<tr>
<td>MGT 310</td>
<td>Principles of Management</td>
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<tr>
<td></td>
<td>MGT 313 Personnel Administration</td>
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<td>MGT 315 Materials Management</td>
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<td>MGT 317 Organizational Behavior</td>
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<td>MGT 319 Production &amp; Operations Management</td>
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<td>MGT 320 Management of Small Business</td>
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<td>MGT 323 Labor Relations</td>
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<td></td>
<td>MGT 325 Career &amp; Life Planning for Management</td>
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<td></td>
<td>MGT 326 Fundamentals of Entrepreneurship</td>
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<td>MGT 327 Starting New Ventures</td>
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<td>MGT 410 Quantitative Decision Making</td>
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<td></td>
<td>MGT 411 Introduction to Computer Information Systems</td>
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<td></td>
<td>CIS 313 Systems Analysis and Design</td>
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<tr>
<td></td>
<td>CIS 211 Introduction to Computer Information Systems</td>
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<td></td>
<td>CIS 313 Systems Analysis and Design</td>
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<td></td>
<td>CIS 313 Systems Analysis and Design</td>
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<tr>
<td></td>
<td>CIS 211 Introduction to Computer Information Systems</td>
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<tr>
<td></td>
<td>CIS 213 Business Programming with COBOL or</td>
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<tr>
<td></td>
<td>CIS 313 Systems Analysis and Design</td>
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<tr>
<td></td>
<td>CIS 212 End User Computing</td>
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<td></td>
<td>CIS 212 End User Computing or</td>
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<tr>
<td></td>
<td>CIS 313 Systems Analysis and Design</td>
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</tbody>
</table>

**Finance 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 Intro. to Statistics I
- FIN 310 Business Finance
- FIN 315 Principles of Investments
- FIN 311 Intermediate Finance
- FIN 310 Business Finance
- FIN 311 Intermediate Finance and another Finance elective
- FIN 310 Business Finance
- EC 383 Money and Banking

**Management 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
- MGT 310 Principles of Marketing
- MGT 310 Principles of Management
- MGT 310 Principles of Management
- MGT 310 Principles of Marketing
- MGT 310 Principles of Management
- MGT 310 Principles of Marketing
- MGT 310 Principles of Management
- MGT 310 Principles of Marketing
- EC 291 Introduction to Statistics I OR MATH 113 Elementary Statistics
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 419</td>
<td>Problems of General Management</td>
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<tr>
<td>MGT 429</td>
<td>Business Policy</td>
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<tr>
<td>MGT 310</td>
<td>Principles of Management</td>
<td>FIN 310 Business Finance</td>
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<tr>
<td>FIN 310</td>
<td>Business Finance</td>
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<tr>
<td>MKT 310</td>
<td>Principles of Marketing</td>
<td>MGT 310 Principles of Management</td>
</tr>
<tr>
<td>MGT 310</td>
<td>Principles of Management</td>
<td>MKT 310 Principles of Marketing</td>
</tr>
<tr>
<td>MGT 317</td>
<td>Organizational Behavior</td>
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</tbody>
</table>

**Marketing Courses**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
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</thead>
<tbody>
<tr>
<td>MKT 310</td>
<td>Principles of Marketing</td>
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<tr>
<td>MKT 313</td>
<td>Sales Management</td>
<td></td>
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<tr>
<td>MKT 315</td>
<td>Promotion Management</td>
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<tr>
<td>MKT 317</td>
<td>Consumer Behavior</td>
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<tr>
<td>MKT 319</td>
<td>Marketing Research</td>
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<tr>
<td>MKT 321</td>
<td>Introduction to Intern'l Business</td>
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<tr>
<td>MKT 419</td>
<td>Marketing Policies and Strategies</td>
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<tr>
<td>MKT 431</td>
<td>International Marketing</td>
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<tr>
<td>MKT 423</td>
<td>Retail Management</td>
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<tr>
<td>MKT 431</td>
<td>International Marketing</td>
<td></td>
</tr>
<tr>
<td>MKT 423</td>
<td>Retail Management</td>
<td></td>
</tr>
<tr>
<td>MKT 419</td>
<td>Marketing Policies and Strategies</td>
<td></td>
</tr>
</tbody>
</table>

**College of Liberal Arts and Sciences Prerequisites**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
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</thead>
<tbody>
<tr>
<td>EC 281</td>
<td>Principles of Economics I-Micro</td>
<td></td>
</tr>
<tr>
<td>EC 291</td>
<td>Introduction to Statistics I</td>
<td></td>
</tr>
<tr>
<td>EC 383</td>
<td>Money and Banking</td>
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<tr>
<td>All Science courses, except Biology</td>
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<tr>
<td>MATH 103</td>
<td>Mathematical Analysis or equivalent</td>
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<tr>
<td>MATH 103</td>
<td>Mathematical Analysis or equivalent</td>
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</tr>
<tr>
<td>EC 282</td>
<td>Principles of Economics II-Macro</td>
<td></td>
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<tr>
<td>MATH 103</td>
<td>Mathematical Analysis or equivalent</td>
<td></td>
</tr>
</tbody>
</table>
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)**

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

**Track II (9 credits)**

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

**Track III (9 credits)**

- 3 MA 161-162 Calculus I-II
- 3 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 Science, and Social Science (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 the above 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
    3 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. Prerequisite: 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. Prerequisites: This course can be taken by entering freshmen who have completed two years of 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)

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 III–LIII, II2–LII2—Planetary Astronomy, the Universe and Laboratories

Biology
Biology 101–L101 is a prerequisite for Biology 102–L102 and I14–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. Recommended for non-science majors.
Chemistry III–LIII, II2–LII2—General Chemistry I, II and Laboratories (Prerequisite: High School Chemistry.) Recommended for science majors.

Non-Science majors may make the following changes in the above sequence:
Students electing to take Chemistry III–II2 may substitute the laboratory sequence L101–L102 for LIII–II2. Students electing to take Chemistry III may substitute Science 102–L102 for Chemistry II2–LII2. 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 II2–LII2, I52–I52.
Science II2–LII2 may replace Science 102–L102; Physics I12–L112, I52–I52.
Science 251–L251, 252–L252—Introduction to Coastal Geology I, II and Laboratories.
Science 253—Introduction to Marine Studies
Physics (Prerequisites for all Physics courses listed below: Math 103 Mathematical Analysis or equivalent.)

Physics III-LIII, II2-LII2—College Physics I, II and Laboratories

Physics I51-LI51, I52-LI52—University Physics I, II and Laboratories

Physics II2-LII2 may replace Physics I52-LI52. 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 and with the Chairpersons of the Liberal Arts Departments in which they are interested.

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 1(K) 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 I31-I32 (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 additional upper level course in Economics (300, 400 level courses).

English

One course each from three of the English core groups (330-339; 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
1. Political Science Track:
   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

2. Public Policy Track
   GVT 221—Public Administration I: Theory and Institutions and GVT 222—Public Administration II: Problems and Applications plus any two of the following:
   GVT 224—Introduction to Public Policy
   GVT 335—The Politics of Health Care
   GVT 374—Research Methodology in Public Affairs
   GVT 376—Political Economy
   GVT 378—Public Budgeting
   GVT 435—Race and Public Policy

Students interested in Government Studies should also consider the Washington Center Internships coordinated by the Government Department.

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

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 courses used (if any) to satisfy the History—Philosophy—Humanities—Civilization (HPHC) 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 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 III Women, History, and Culture or Women's Studies I13 Women, Science, and Society, plus two courses from the following list:
   English 387 Women and Literature
   French 325 French Women in Fact and Fiction
   Government 203 Women in Politics
   Government 205 Women in Third World Politics
   History 371 Women in American History
   History 372 Women in Europe and the Third 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 422 Women's Studies Internship Seminar
   Women's Studies 503 Field Studies in Women's Studies
   Women's Studies 511 Directed Study/Women's Studies
   Women's Studies 521 Women Studies Internship
   Women's Studies 525 Washington Internship
## 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 275 Women and Crime
- 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
- 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 357 Urban Politics and Government
- Government 363 American Foreign Policy
- Government 473 American Political Thought
- History 291–92 American Diplomatic History
- History 371 Women in American 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 I13–14 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. I13 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
Sociology 355 Women and Health
Women's Studies 113 Women, Science and Society

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
   French 375 French Women in Fact and Fiction
   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
   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 III Women, History, and Culture

Interpersonal Relations
   English 388 Literature of Love
   Philosophy 123 Social Ethics
   Psychology 113 Psych and Contemporary Living
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
French 325—French Women in Fact and Fiction
Spanish 207, 208—Hispanic Culture I, II
Accounting Major

The objective of the undergraduate program in Accounting is to serve as entry level 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 Services 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.

Accounting Curriculum Requirements

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<tr>
<td>BLAW 214**</td>
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</tr>
<tr>
<td>BLAW 315</td>
<td>Law of Business Associations and Property ............. 3</td>
</tr>
</tbody>
</table>

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.) once prerequisite requirements are met.

*Please refer to Guidelines For Liberal Arts Courses

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

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
Law of Business Associations and ............. BLAW 315
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.
Examine 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 report-
ing 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 report-
ing, 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 view-
point 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. Inter-
national aspects of managerial accounting are included.

**ACT 321—Intermediate Accounting I.**
**Prerequisite:** ACT 212—Principles of Accounting II.
A review of fundamental financial accounting con-
ccepts followed by an intensive examination of selected
balance sheet and income statement items. The focus
of this course is on the valuation and reporting of
Current Assets, Current Liabilities and Productive
Assets. The income determination aspects of these
items are also considered.

**ACT 322—Intermediate Accounting II.**
**Prerequisite:** ACT 321—Intermediate Accounting I.
An intensive examination of selected balance sheet
and income statement items. The focus of this course
is on the valuation and reporting of Investments, Long
term Liabilities and Stockholders Equity. The income
determination aspects of these items are also considered.

**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 sys-
tem 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.**
**Prerequisite:** ACT 212—Principles of Accounting II.
The course is designed to provide students with an
understanding of the aspects relevant to the design,
operation, and use of accounting information systems.
It explores the functional relationships of the AIS
within an organization and provides a background in
automated data manipulation and human elements in
AIS. The course primarily emphasizes the user per-
spective in the AIS.

**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 State-
ments and Interpretation of the FASB's Accounting
Research and Terminology Bulletin, APB opinions,
and other official AICPA publications. Problem solv-
ing 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 accounting issues in partnership and branch
form of business organizations, as well as some
selected advanced topics including multinational and
inflation accounting.

**ACT 412—Advanced Accounting II.**
**Prerequisite:** Advanced Accounting I is not a prerequi-
site. Advanced Accounting I and II may be taken inde-
pendent of each other. However, ACT 322—Intermediate
Accounting II must be taken prior to enrollment in
ACT 412.
A study of accounting issues and procedures involved
in business combinations, consolidated financial state-
ments and governmental accounting.

**ACT 413—Auditing.**
**Prerequisite:** ACT 322—Intermediate Accounting II.
Develops an appreciation and understanding of the
auditing process and philosophy. Examines prepara-
tion of audit working papers supporting an audit ex-
amination, 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 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,” under the Academic Regulations section.

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 free 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.)

*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. These courses, as well as BLAW 316, may be used as free electives for any major.

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

*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 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 minor in CIS is specifically designed to address a rapidly growing need for majors in the functional areas of Accounting, Finance, Management and Marketing to have skills in applying microcomputers to these areas. This minor emphasizes career entry opportunities in End User Computing which combine skills in a management functional area with skills applying the new computer based tools. Such opportunities have recently developed significantly in large and small business and government agencies. The CIS
minor requires CIS 212, End User Computing, plus CIS 424, Advanced Microcomputer Applications, and one other 300 or 400 level CIS course.

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 Intro to CIS .......................................3
MATH/STATS Sequence* ........................................6
NATURAL SCIENCE OPTION* ................................6

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 .......3
ENG 215 Literary Masters of America ..................3
CIS 213 Business Programming/COBOL ....................3

Junior
ACT 31I 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 212 End User Computing ................................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 Advanced Microcomputer Applications ..........3

Free Electives 9-12 Credits

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 Courses.

Required Courses: (7)

Intro to CIS .................................................. CIS 211
End User Computing ............................................. CIS 212
Business Programming with COBOL ....................... CIS 213
Systems Analysis and Design ............................... CIS 313
Management Information Systems ......................... CIS 410
Data Base Management Systems .......................... CIS 423
Advanced Microcomputer Applications .................. CIS 424

Elective Courses: (select 1)

Advanced COBOL ............................................. CIS 214
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. Computer Science Electives are taken in the College of Liberal Arts and Sciences, see list below.

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 232 Programming Laboratory in C (1 credit)
CMPSCI 233 Programming Laboratory in LISP (1 credit)
CMPSCI 243 PROLOG and Expert Systems
CMPSCI 253 Assembly Language and Computer Structure (DEC Macroll)
CMPSCI 263 File Processing
CMPSCI 265 Data Structures and Algorithms
CMPSCI 353 Architecture of Computer Systems  
CMPSCI 355 Operating Systems  
CMPSCI 356 Operating Systems Laboratory (1 credit)  
CMPSCI 365 Computer Networks  
CMPSCI 376 Intro to Computer Graphics

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-Intro to CIS
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 the BASIC programming language, microcomputer spreadsheet and data management packages; and illustrates MIS applications in several business functional areas.

CIS 212-End User Computing
Prerequisite: CIS 211, or equivalent
Recent progress in hardware and software for powerful desktop computing and their interfacing with large information systems has created the new professional opportunity of end user computing. These skills are in demand in small business and functional units of larger organizations, as well as in the traditional information systems departments. This course develops skills in implementing this new technology to solve business problems and exploit business opportunities. While involving much hands-on experience with popular software tools, the course emphasizes enduring technical and managerial concepts useful with future technology. Topics will include evaluation of hardware and software, security and control of business applications, interfacing issues; as well as advanced exercises using MS-DOS, Lotus 1-2-3, dBase III and other packages for graphics, telecommunications, statistical analysis and desktop publishing.

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.
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 systems into the management structure. Includes managerial, cultural and regulatory considerations for developing MIS for multinational corporations.

CIS 413—Information Systems Consulting Project
Prerequisites: CIS 313—Systems Analysis and Design or CIS 212 End User Computing.
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.
Prerequisite: CIS 313—Systems Analysis and Design or CIS 213—Business Programming with 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—Advanced Microcomputer Applications
Prerequisite: CIS 212—End User Computing.
This course builds upon the end user computing concepts and skills of CIS 312, through greater depth and breadth in management applications of microcomputer hardware and software. Advanced projects with such widely used software tools as MS-DOS, Lotus 1-2-3 and dBase III will develop immediately useful skills, yet will emphasize general concepts relevant to future developments. The technology and concepts of micro-mainframe interfaces, local networks, and strategic decision support systems are included. Extensive contact with local users and vendors of these tools is encouraged through field projects, guest speaker and advanced research topics. A major term project involves integrating business applications of spreadsheets and databases.

CIS 425—Telecommunications
Prerequisite: CIS 313—Systems Analysis & Design or CIS 212—End User Computing.
A broad introduction to concepts, terminology, management issues, and technical trends in CIS aspects of telecommunications. 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 acquaint students with applications of current hardware and software, while emphasizing fundamental concepts and likely future trends.

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

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>ENG 101-102</td>
<td>Freshman English I, II</td>
<td>6</td>
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<tr>
<td></td>
<td>C.SP 177</td>
<td>Business Communication</td>
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<td>CIS 211</td>
<td>Intro to CIS</td>
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<tr>
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<td>MATH/STATS Sequence*</td>
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<td>NATURAL SCIENCE OPTION*</td>
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<tr>
<td>Sophomore</td>
<td>ACT 211-212</td>
<td>Principles of Accounting I-II</td>
<td>6</td>
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<td>BLAW 213</td>
<td>Legal &amp; Social Environment of Business</td>
<td>3</td>
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<td>ENG 213</td>
<td>Literary Masters of England I</td>
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<td>ENG 214 OR</td>
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<td>Literary Masters of America</td>
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<td>EC 281-282</td>
<td>Principles of Economics I-II</td>
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<td>MATH/STATS Sequence*</td>
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<tr>
<td>Junior</td>
<td>ACT 311</td>
<td>Managerial Accounting</td>
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<td>MGT 310</td>
<td>Principles of Management</td>
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<td>MKT 310</td>
<td>Principles of Marketing</td>
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<td>FIN 310</td>
<td>Business Finance</td>
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<td></td>
<td>MGT 317</td>
<td>Organizational Behavior</td>
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<td>EC 383</td>
<td>Money and Banking</td>
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<td>FIN 311</td>
<td>Intermediate Finance</td>
<td>3</td>
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<tr>
<td>Senior</td>
<td>FIN 315</td>
<td>Principles of Investments</td>
<td>3</td>
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<td>MGT 410</td>
<td>Quantitative Decision Making</td>
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<td>FIN 419</td>
<td>Problems in Managerial Finance</td>
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<td></td>
<td>MGT 429</td>
<td>Business Policy</td>
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<td>FIN Major Courses**</td>
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<td>9</td>
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<tr>
<td></td>
<td>Free Electives 9-12 Credits</td>
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</tbody>
</table>
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.) once prerequisite requirements are met.

*Please refer to Guidelines for Liberal Arts Courses.

**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)
- Intermediate Finance ................. FIN 311
- Principles of Investments ............ FIN 315
- Problems in Managerial Finance ...... FIN 419
- Money and Banking .................... EC 383

Elective Courses: (3)
- Two of the three electives must be offered by the Finance Department.
  - 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
  - Taxation ................................ ACT 421
  - 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 (micro-macro), MA 112—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 311—Intermediate Finance.
Prerequisite: FIN 310—Business Finance

Intermediate Finance expands on basic financial concepts and introduces more advanced topics. Material emphasizes computer aided solutions to problems of capital structure, investment and financing alternatives. Other major topics include option pricing models, derivative corporate securities, corporate restructuring and problems of financial management.

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 of Managerial Finance.
Prerequisite: FIN 311—Intermediate 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," under the Academic Regulations section.
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, which must be completed at Suffolk University.

Management Curriculum Requirements

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

Sophomore

| ACT 211-212 | Principles of Accounting I-II ........6 |
| B LAW 213 | Legal & 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 |
| MGT 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.) once prerequisite requirements have been met.

*Please refer to Guidelines for Liberal Arts Courses.

**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)

| MGT 419 | Problems of General Management .......... |
| 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: (2)

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

**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.**
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 application of United States and international 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.

**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 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.
Prerequisite: 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,” under Academic Regulations Section.

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 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

<table>
<thead>
<tr>
<th>Freshman</th>
<th>Sem. Hrs.</th>
</tr>
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<tbody>
<tr>
<td>ENG 101-102 Freshman English I-II</td>
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<tr>
<td>C. SP 177 Business Communication</td>
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<tr>
<td>CIS 211 Introduction to Computer Information Systems</td>
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<tr>
<td>MATH/STATS Sequence*</td>
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<td>NATURAL SCIENCE OPTION*</td>
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<table>
<thead>
<tr>
<th>Sophomore</th>
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<tbody>
<tr>
<td>ACT 211-212 Principles of Accounting I-II</td>
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<tr>
<td>BLAW 213 Legal &amp; Social Environment of Business</td>
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<td>MATH/STATS Sequence*</td>
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<tr>
<td>EC 281-282 Principles of Econ I-II</td>
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<tr>
<td>ENG 213 Literary Masters of England I</td>
</tr>
<tr>
<td>ENG 214 OR Literary Masters of England II OR</td>
</tr>
<tr>
<td>ENG 215 Literary Masters of America</td>
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<table>
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<tr>
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<tbody>
<tr>
<td>ACT 311 Managerial Accounting</td>
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<tr>
<td>MGT 310 Principles of Management</td>
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<tr>
<td>MKT 310 Principles of Marketing</td>
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<tr>
<td>FIN 310 Business Finance</td>
</tr>
<tr>
<td>MGT 317 Organizational Behavior</td>
</tr>
<tr>
<td>MKT 313 Sales Management**</td>
</tr>
<tr>
<td>MKT 317 Consumer Behavior**</td>
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<table>
<thead>
<tr>
<th>Senior</th>
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<tbody>
<tr>
<td>MGT 410 Quantitative Decision-Making</td>
</tr>
<tr>
<td>MKT 319 Marketing Research**</td>
</tr>
<tr>
<td>MKT 419 Marketing Policies and Strategies</td>
</tr>
<tr>
<td>MGT 429 Business Policy</td>
</tr>
<tr>
<td>Marketing Major Electives**</td>
</tr>
</tbody>
</table>

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.) once prerequisite requirements have been met.

*Please refer to Guidelines for Liberal Arts Courses.
**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: (2)
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
System 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.
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.

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 423—Retail Management.
Prerequisite: MKT 310—Principles of Marketing.
An introduction to the field of retail management. The course focuses on the retail 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," under the Academic Regulations section.
Special Program Offerings

Double Majors Students may double major in any combination of the five School of Management majors. In some cases, double majoring will entail more than the 122 credits required for graduation.

Double counting courses is not allowed. In pursuing a double major or an SOM minor, a course may not be counted towards fulfilling the degree requirements of more than one major. For example, should a student use FIN 315, Principles of Investments, as a Management Major Elective, that course may not be used as a Marketing Major Elective course, nor as a Finance Minor course.

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 212 End User Computing (Prerequisite: CIS 211) plus any two of the following courses:

- CIS 313 Systems Analysis and Design
- 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 Advanced Microcomputer Applications
- CIS 425 Telecommunications

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

- FIN 311 Intermediate Finance
- 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 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 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

Any substitution must be petitioned for approval in the Dean’s Office.

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
- Government 387  Politics of Latin America
- History 151-52  History of World Civilization
- History 201-02  History of Business in the Western World
- Humanities 217-218  Religions of the World
Graduate Degree Programs

Master in Business Administration
Master in Public Administration
Advanced Professional Certificate
Certificate of Advanced Study in Public Administration

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) $35 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) $35 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) $35 non-refundable application fee; 3) official undergraduate and graduate transcripts; 4) official GMAT test scores; 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; 7) detailed resume.

Certificate of Advanced Study in Public Administration (C.A.S.P.A.) 1) completed application form; 2) $35 non-refundable application fee; 3) official undergraduate and
graduate transcripts; 4) two letters of recommendation; 5) statement regarding your rationale for pursuing the C.A.S.P.A., including a list of five courses and the reason for selecting them; 6) detailed resume.

**International Applicants** 1) completed application form; 2) $35 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) typewritten statement of professional goals; 8) detailed resume; 9) two letters of recommendation; 10) Financial Resources Certification Statement.

**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:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall Semester</strong></td>
<td>May 15</td>
</tr>
<tr>
<td></td>
<td>March 15 if applying for financial aid</td>
</tr>
<tr>
<td><strong>Spring Semester</strong></td>
<td>November 15</td>
</tr>
<tr>
<td><strong>Summer Sessions</strong></td>
<td>April 15</td>
</tr>
</tbody>
</table>

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 admits students in September and March. Application deadlines are August 15 for the fall term and February 15 for the spring term.

**Financial Aid** A variety of financial aid options are 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 (minimum 3.0 average) in all courses attempted. Formal guidelines for academic performance in both upper and lower level courses 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. 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

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Grade Point Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>

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 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 each semester. In addition, faculty office hours are also posted in the Faculty Resource Unit (6th floor Sawyer) and in the Dean’s Office.

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

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

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

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

Tuition and Costs For information regarding tuition and costs for graduate studies, please refer to the section entitled Financial Information.
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 programs(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 and fifteen courses. A student with no prior academic preparation in business/management would enroll in all 600 and 700 level M.B.A. courses.

The undergraduate and masters business programs offered by the School of Management, Suffolk University, are accredited by the American Assembly of Collegiate Schools of Business (AACSB).

MBA Curriculum
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, or successful completion of a departmental proficiency exam, he/she is required to take one or more of the following courses:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Description</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 610</td>
<td>Introduction to Computer Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACT 611</td>
<td>Financial Accounting</td>
<td>3</td>
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<tr>
<td>ACT 612</td>
<td>Managerial Accounting</td>
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</tr>
<tr>
<td>MKT 614</td>
<td>Marketing Principles</td>
<td>3</td>
</tr>
<tr>
<td>MGT 615</td>
<td>Statistical Quantitative Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MGT 616</td>
<td>Managerial Principles</td>
<td>3</td>
</tr>
<tr>
<td>FIN 621</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>BLAW 617</td>
<td>Legal Environment of Management</td>
<td>3</td>
</tr>
<tr>
<td>FIN 613</td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total 600 Level Courses</td>
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</table>

700 Level Courses

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<thead>
<tr>
<th>Course Number</th>
<th>Description</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 713</td>
<td>Capital Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT 715</td>
<td>Quantitative Analysis for Managers</td>
<td>3</td>
</tr>
<tr>
<td>MGT 716</td>
<td>Management of the Production Process</td>
<td>3</td>
</tr>
<tr>
<td>MGT 717</td>
<td>Organization Dynamics and the Management Process</td>
<td>3</td>
</tr>
<tr>
<td>MGT 718</td>
<td>Managing in the External Environment</td>
<td>3</td>
</tr>
<tr>
<td>MGT 719</td>
<td>Business Policy (to be taken in the final semester)</td>
<td>3</td>
</tr>
<tr>
<td>MKT 714</td>
<td>Strategic Marketing</td>
<td>3</td>
</tr>
<tr>
<td>Elective 1</td>
<td>Selected from Area(s) of Special Interest</td>
<td>3</td>
</tr>
<tr>
<td>Elective 2</td>
<td>Selected from Area(s) of Special Interest</td>
<td>3</td>
</tr>
<tr>
<td>Elective 3</td>
<td>Selected from Area(s) of Special Interest</td>
<td>3</td>
</tr>
<tr>
<td>Elective 4</td>
<td>Selected from Area(s) of Special Interest</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total Credits</td>
<td>33</td>
</tr>
</tbody>
</table>

Waivers The 600 level courses may be waived if satisfactorily completed with a B− or better in an undergraduate or graduate 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/or 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. A grade of B or better is required for transfer credit.

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 and after having completed the following courses: FIN 713, MKT 714, MGT 715, MGT 716, MGT 717 and MGT 718. 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  Graduate Intermediate Accounting
ACT 815  Accounting for Managers
ACT 820  Accounting Information Systems
ACT 823  Current Accounting Theory
ACT 825  Management Control Systems
ACT 910  Directed Individual Study

**Computer Information Systems**

CIS 810  Management Information Systems
CIS 813  Business Information Systems Analysis and Design
CIS 815  Database Management Systems
CIS 819  Decision Support Systems and Expert Systems
CIS 820  Special Topics in Computer Information Systems
CIS 824  Microcomputer Technology and Applications
CIS 825  Telecommunications
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 Management
MGT 840  Power and Influence in Organizations
MGT 843  Women and Work
MGT 845  Special Topics
MGT 910  Directed Individual Study

**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 Management
MKT 910  Directed Individual Study

**Small Business Management**

MGT 823  Management of Small Business
MGT 826  Entrepreneurship
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 827</td>
<td>Entrepreneurial Planning</td>
</tr>
<tr>
<td>MGT 845</td>
<td>Special Topics</td>
</tr>
<tr>
<td>MGT 910</td>
<td>Directed Individual Study</td>
</tr>
<tr>
<td><strong>Public Management</strong></td>
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<tr>
<td>PAD 811</td>
<td>Politics of the Federal Bureaucracy</td>
</tr>
<tr>
<td>PAD 812</td>
<td>State and Local Administration</td>
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<tr>
<td>PAD 813</td>
<td>Administrative Strategies of Local</td>
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<td></td>
<td>Government</td>
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<td>PAD 814</td>
<td>Intergovernmental Relations</td>
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<td>PAD 815</td>
<td>Client and Community Relations in</td>
</tr>
<tr>
<td></td>
<td>Public Administration</td>
</tr>
<tr>
<td>PAD 816</td>
<td>Analysis of Public Policy</td>
</tr>
<tr>
<td>PAD 818</td>
<td>Public Sector Labor/Management Relations</td>
</tr>
<tr>
<td>PAD 819</td>
<td>Administrative Strategies of</td>
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*These courses are offered through the Law School. When registering instructor's consent is required.

**M.B.A. Course Descriptions**

Frequency of 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).

**CIS 610—Introduction to Computer Information Systems**
Covers computer hardware and software fundamentals, business applications, and management information systems concepts. Also introduces end user computing skills, and microcomputer applications through the use of spreadsheets, data base management systems and word processing packages.

**ACT 611—Financial Accounting**
A basic course encompassing the concepts of accounting fundamentals, external reporting, and their interpretation for financial decision-making 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 systems, 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, as well as the importance of administrative agencies' regulations upon these decisions.
700 Level Courses
All 600 level courses must be completed prior to enrolling in 700 level courses. Full time day students are expected to enroll in day sessions.

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.

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, probability theory, and preference theory. Application to techniques through case studies will be stressed. This course is not offered summers.

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 everchanging current environment.

MGT 719—Business Policy.
Prerequisites: MGT 715, MGT 716, MGT 717, MKT 714, and FIN 713. MGT 718 may be taken concurrently with this course. Business Policy must be taken during the final semester of the MBA Program. This capstone course builds upon and integrates the other work in the MBA 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 role in decision-making under uncertainty in domestic and multinational corporations. Not offered summers.

M.B.A. Elective Course Descriptions in Areas of Special Interest
Electives are open to matriculated MBA candidates who have satisfied all prerequisite courses.

Accounting
ACT 810—Taxation for Managers.
Taxation for Managers is designed to bring about an understanding of tax principles relating to specific business problems. Practical situations and their impact on business decisions, as well as estate and trust planning, will be discussed.

ACT 813—Graduate Intermediate Accounting.
This course develops an understanding of accounting concepts and generally accepted accounting principles; auditing of functions; FASB pronouncements; 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 820—Accounting Information Systems.
The course is designed to provide the students with an understanding of the aspects relevant to the design, operation, and use of accounting information on systems. It explores the functional relationship of the AIS within an organization and provides a background in automated data manipulation and human elements in AIS. The course primarily emphasizes the user perspective in the AIS.

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.

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.
Covers the concepts, approaches and practices for the development and implementation 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. Special emphasis is devoted to the emerging role of strategic computer applications where the interface between traditional data processing and end user computing is important and even disruptive.

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 feasibility and requirements analysis, file design, systems flowcharting, implementation strategies, and hardware and software acquisition. An extensive field project addresses practical issues of implementation and evaluation.

CIS 815—Data Base Management Systems.
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.

Surveys recent applications of computer based modeling systems to support management decision-making. Examines characteristics of available software packages and criteria for evaluation and selection. A major project involves use of several modeling languages to illustrate DSS and artificial intelligence/expert systems concepts and applications.

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 the course is scheduled.

CIS 824—Microcomputer Technology and Applications.
The technology of microcomputer hardware and software is covered through lectures, demonstrations and exercises with emphasis on tradeoffs and trends most relevant to management applications. The interface between microcomputers, mainframe equipment, and telecommunications networks 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 825—Telecommunications.
A broad introduction to concepts, terminology, management issues, and technical trends in CIS aspects of telecommunications. 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 acquaint students with applications of current hardware and software, while emphasizing fundamental concepts and likely future trends.

CIS 910—Directed Individual Study.
Prerequisite: One CIS elective
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 with several steps leading to a 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.

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 in 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 linkage 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 ongoing 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 innovation. 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.

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. The computer 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 help the student identify, understand and manage the behavioral aspects of organization, develops a change action intervention, and conducts the necessary field research.

MGT 839—Participative Management.
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 worklife 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 concerns. 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 845—Special Topics.
Covers unique and timely special material, as announced when the course is scheduled.

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, experimental design, 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 better compete in global markets. 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 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.
Deals 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 analyz-
ing 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 Association, the growing field of public sector fact finding, and arbitration. The class will participate in an arbitration based on a commercial case. Films and guest speakers will be used.

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

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

Students can take any combination of these courses to 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 individual firms manage their own international business activities. In addition, under Special Topics various departments periodically offer 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 environment.

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 professional experience beyond the bachelor's degree 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. The academic year is comprised of four of these 11-week sessions. 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 requirement in as few as 66 instructional weeks. Students with no prior academic business preparation can complete the degree requirements in 110 instructional weeks.

New classes are admitted in September and March.

Additional information about the program can be obtained by contacting the Director, Executive M.B.A. Program at (617) 573-8660.

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) 573-8395.

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 accredited by the National Association of Schools of Public Affairs and Administration which is the accrediting agency for professional graduate degrees in public and not-for-profit management.

The program accommodates both full and part-time students, offering a mix of early afternoon and evening 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

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<th>Description</th>
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<td>PAD 712</td>
<td>Foundations of Public Policy Analysis</td>
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<td>PAD 713</td>
<td>Foundations of Public Financial Administration</td>
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<td>PAD 714</td>
<td>Legal Basis of Public Management</td>
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<td>PAD 715</td>
<td>Quantitative Analysis</td>
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<td>PAD 716</td>
<td>Public Personnel Management</td>
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<td>Organizational Effectiveness in Government</td>
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<td>PAD 718</td>
<td>Financial Decision Making</td>
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<td>PAD 719</td>
<td>Government Financial Administration</td>
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<tr>
<td>PAD 758</td>
<td>Internship in Public Management (pre-career only)*</td>
<td>3</td>
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<tr>
<td>PAD 759</td>
<td>Practicum Seminar in Public Management</td>
<td>3</td>
</tr>
</tbody>
</table>

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

### Elective Courses

(Choose 5 elective courses.)

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Description</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 811</td>
<td>Politics of the Federal Bureaucracy</td>
<td>3</td>
</tr>
<tr>
<td>PAD 812</td>
<td>State and Local Administration</td>
<td>3</td>
</tr>
<tr>
<td>PAD 813</td>
<td>Administrative Strategies of Local Government</td>
<td>3</td>
</tr>
<tr>
<td>PAD 814</td>
<td>Intergovernmental Relations</td>
<td>3</td>
</tr>
<tr>
<td>PAD 815</td>
<td>Client and Community Relations</td>
<td>3</td>
</tr>
<tr>
<td>PAD 816</td>
<td>Analysis of Public Policy</td>
<td>3</td>
</tr>
<tr>
<td>PAD 818</td>
<td>Public Sector Labor/ Management Relations</td>
<td>3</td>
</tr>
<tr>
<td>PAD 819</td>
<td>Administrative Strategies of Grants-in-Aid</td>
<td>3</td>
</tr>
<tr>
<td>PAD 820</td>
<td>Governmental Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>PAD 821</td>
<td>Human Service Integration</td>
<td>3</td>
</tr>
<tr>
<td>PAD 822</td>
<td>Public Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>PAD 823</td>
<td>The U.S. Health System</td>
<td>3</td>
</tr>
<tr>
<td>PAD 824</td>
<td>Health Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>PAD 825</td>
<td>Health Politics and Law</td>
<td>3</td>
</tr>
<tr>
<td>PAD 826</td>
<td>Health Systems Analysis and Planning</td>
<td>3</td>
</tr>
<tr>
<td>PAD 827</td>
<td>Financing State and Local Government</td>
<td>3</td>
</tr>
<tr>
<td>PAD 828</td>
<td>Change in Public Policy: The Disability Rights Movement</td>
<td>3</td>
</tr>
<tr>
<td>PAD 829</td>
<td>Environmental Policy and Administration</td>
<td>3</td>
</tr>
<tr>
<td>PAD 830</td>
<td>Public Liaison Strategies</td>
<td>3</td>
</tr>
<tr>
<td>PAD 831</td>
<td>Disability Rights Implementation</td>
<td>3</td>
</tr>
<tr>
<td>PAD 832</td>
<td>Disability Programs</td>
<td>3</td>
</tr>
<tr>
<td>PAD 833</td>
<td>Special Topics in Public Management</td>
<td>3</td>
</tr>
<tr>
<td>PAD 834</td>
<td>Disability and Public Policy</td>
<td>3</td>
</tr>
<tr>
<td>PAD 835</td>
<td>Health Economics</td>
<td>3</td>
</tr>
<tr>
<td>PAD 910</td>
<td>Directed Individual Study</td>
<td>3</td>
</tr>
</tbody>
</table>

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 em-
ployed 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) of the following ten (10) courses.

**Health Administration**

**Concentration Required Courses**

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Description</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 821*</td>
<td>Human Service Integration</td>
<td>3</td>
</tr>
<tr>
<td>PAD 823</td>
<td>The U.S. Health System</td>
<td>3</td>
</tr>
<tr>
<td>PAD 824</td>
<td>Health Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>PAD 825</td>
<td>Health Politics and Law</td>
<td>3</td>
</tr>
<tr>
<td>PAD 826</td>
<td>Health Systems Analysis and Planning</td>
<td>3</td>
</tr>
<tr>
<td>PAD 829*</td>
<td>Environmental Policy and Administration</td>
<td>3</td>
</tr>
<tr>
<td>PAD 832*</td>
<td>Disability Programs</td>
<td>3</td>
</tr>
<tr>
<td>PAD 834*</td>
<td>Disability and Public Policy</td>
<td>3</td>
</tr>
<tr>
<td>PAD 835*</td>
<td>Marketing Health Services</td>
<td>3</td>
</tr>
<tr>
<td>PAD 836</td>
<td>Health Economics</td>
<td>3</td>
</tr>
</tbody>
</table>

*Students may take any two of these five (5) courses Students enrolled in the M.P.A. Health concentration are required to complete the following 10 M.P.A. courses.

**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 responsibility 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 quarters 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.
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. accredited by the National Association of Schools of Public Affairs and Administration, 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 | Prerequisites
--- | ---
PAD 715 Quantitative Analysis | PAD 712 Foundations of Public Policy Analysis or consent of instructor
PAD 717 Organizational Effectiveness in Government | PAD 711 Foundations of Public Organizational Administration
PAD 718 Financial Decision Making | PAD 713 Foundations of Public Financial Administration (may be taken concurrently)
PAD 719 Governmental Financial Administration | PAD 713 Foundations of Public Financial Administration
PAD 816 Analysis of Public Policy | PAD 718 Financial Decision Making (PAD 718 may be taken concurrently with PAD 719).
PAD 819 Administrative Strategies of Grants-in-Aid | PAD 712 Foundations of Public Policy Analysis
PAD 820 Governmental Decision Making | PAD 715 Quantitative Analysis
PAD 826 Health Systems Analysis and Planning | PAD 811 Politics of Federal Bureaucracy
PAD 827 Financing State and Local Government | PAD 814 Intergovernmental Relations
PAD 829 Intergovernmental Relations | PAD 711, 712, 713, 718 and 719
PAD 830 Public Finance | PAD 711, 712, 713, 718 and 719

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 structure, 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 future 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 or consent of instructor. 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 do not have an extensive 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 with PAD 758.

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 functions, e.g., personnel regulations, 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 is 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 frameworks and management techniques regarding collective bargaining, strike management, and contract management from a public management perspective.

PAD 819—Administrative Strategies of Grants-in-Aid.
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.
Prerequisite: PAD 711—Foundations of Public Organizational Administration.
Institutional and behavioral analysis of decision tools, techniques, and approaches with public sector applications. Particular effort will be placed on the analysis of decisions using 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.
Public Management Information Systems is a decision-making course focusing on applying high-speed information to administrative and managerial functions. A survey course, PMIS incorporates purchasing computer hardware and software, office automation and diverse communications including electronic mail, bitnet, telecommunications, networking, etc. Decisional cases will be used which will incorporate software packages such as spreadsheets and graphics, statistical and data analysis and data-base management. Current events, the professional journals and the technology presently used in government will highlight the review. Students will use both the Prime mainframe and the microlab equipment.

PAD 823—The U.S. Health System.
An introduction to the health system, its origins, its components, and how they are organized and inter-related; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation; and social 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 policy making, 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 judgmental moderns 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 affect disabled persons be understood.

PAD 832—Disability 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 835—Marketing Health Services.
This course analyzes the theory and practice of marketing as they apply to health administration. Topics explored include market economics, the market for health services, third-party payers, competition products differentiation, market research, and marketing new health services and products.

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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Marcia Leons, Catholic Campus Minister
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Joseph M. Walsh, B.S., Assistant to the Director

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Mary M. Lally, B.S., M.S., Associate Registrar

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Marjorie C. Kelleher, B.A., M.Ed., Director of Leadership Gifts
Elizabeth Rezendes, B.A., Manager of Development Systems, Alumni Records and Gift Processing
Robert L. West, B.S.B.A., M.B.A., Director of Annual Giving
Judith M. DeBerio, B.A., Assistant to the Manager of Development Systems, Alumni Records, and Gift Processing
Susan J. Harrington, Alumni Programs Assistant

Public Relations
Louis B. Connelly, B.S.J., M.Ed., Director of Public Relations

School of Management
Richard L. McDowell, Dean, Professor. S.B., M.S., Massachusetts Institute of Technology; Ph.D., Tufts University
Ronald E. Sundberg, Associate Dean, Professor.
B.S.B.A., Ed.D., Boston University; M.A., Central Michigan University

Full Time Faculty
Accounting Department
Parporn Akathaporn, Assistant Professor of Accounting.
B.A., Thammasat University, Bangkok, Thailand;
Sudro Brown, Associate Professor of Accounting.
B.B.A., M.S., Ph.D, University of Wisconsin, Madison.
Reza Espahbodi, Associate Professor of Accounting.
B.A., The Iranian Institute of Advanced Accounting;
M.B.A., George Washington University; Ph.D, University of Alabama; C.P.A., Florida.
James B. Grarley, Associate Professor of Accounting.
B.Sc., University of Ghana; M.A.S., Ph.D, University of Illinois; Certified Accountant, U.K.,
Australia; Chartered Accountant, Ghana, Nigeria, C.P.A., Massachusetts.
James Morrison McInnes, Chairperson and Professor of Accounting.
B.Sc., University of St. Andrews;
M.B.A., D.B.A., Harvard University
Bernard W. Meyler, Associate Professor of Accounting.
B.S., University of Baltimore; M.B.A., Northeastern University; Ed.M., Suffolk University;
C.P.A., Massachusetts.
Giora Moore, Associate Professor of Accounting.
B.A., Haifa University; Ph.D., New York University.
George F. Nogler, Associate Professor of Accounting.
B.S.A., Bentley College; M.A., Assumption College;
M.B.A., D.B.A., Boston University; C.P.A.,
Massachusetts.
Mawdudur Rahman, Professor of Accounting.
B.Com., Dacca University, Bangladesh; M.B.A.,
Indiana University; Ph.D., Manchester University.

Business Law Department
Benson Diamond, Chairperson and Professor of Business Law. B.S., J.D., Suffolk University;
M.B.A., Northeastern University.
Martin W. Donahue, Professor of Business Law.
Anthony Eonas, Associate Professor of Business Law.
B.S.I.E., M.B.A., Northeastern University; J.D., Suffolk University.
David Silverstein, Associate Professor of Business Law.
B.S., Cornell University; J.D., Cornell Law School; M.A.L.D., Ph.D, Tufts University.
Computer Information Systems Department
Jonathan S. Frank, Associate Professor of Computer Information Systems. B.A., Ph.D., University of Strathclyde, Glasgow.
Beverly K. Kahn, Associate Professor of Computer Information Systems. B.A., M.S., Ph.D., University of Michigan.
Denis M.S. Lee, Visiting Professor of Computer Information Systems. B.S., Columbia University; S.M., Ph.D., Massachusetts Institute of Technology.
Nava Pliskin, Visiting Associate Professor of Computer Information Systems. B.Sc., Tel-Aviv University; S.M., Ph.D., Harvard University.

Finance Department
Edward L. Bubnys, Assistant Professor of Finance. B.S., Illinois Institute of Technology; M.S., Ph.D., University of Illinois.
Ki C. Han, Assistant Professor of Finance. B.A., Hankuk University of Foreign Studies; M.B.A., University of Texas at Arlington; Ph.D. candidate, Michigan State University.
Shahriar Khaksari, Chairperson and Associate Professor of Finance. B.A., The Iranian Institute of Advanced Accounting; M.B.A., Ph.D., Saint Louis University; C.F.A.
H. Thomas O'Hara, Associate Professor of Finance. B.S., St. Lawrence University; M.B.A., Ph.D., Clark University.
Alexandros P. Prezas, Associate Professor of Finance. B.S., University of Athens; M.B.A., Illinois Institute of Technology; Ph.D., Northwestern University.
Roger K. Shawcross, Assistant Professor of Finance. B.S., M.S., University of Rhode Island; C.I.U.
Harold B. Tamule, Assistant Professor of Finance. B.A., Colby College; M.S.B.A., Ph.D., University of Massachusetts, Amherst.

Management Department
Frances M. Amatucci, Assistant Professor of Management. B.S., University of Massachusetts, Boston; M.B.A., Ph.D., University of Pittsburgh.
Michael B. Arthur, Associate Professor of Management. M.B.A., Ph.D., Cranfield School of Management.
John Castellano, Professor of Management. B.S., University of New Hampshire; M.B.A., St. Louis University; Ph.D., State University of New York at Buffalo.
Joel Corman, Acting Chairperson (1989–1990) and Professor of Management. B.A., Brandeis University; M.B.A., Ph.D., University of Pennsylvania.
Jacqueline C. Landau, Associate Professor of Management. B.A., Hamilton College; M.S., Ph.D., Cornell University.

Richard B. Mann, Assistant Professor of Management. A.B., George Washington University; M.P., M.B.A., Ph.D., University of Southern California.
A. Magid Mazen, Associate Professor of Management. B.A., Faculty of Commerce, Tanta University, Egypt; M.B.A., Central Michigan University; Ph.D., Purdue University.
J. R. McDaniel, Assistant Professor of Management. B.A., University of California at Irvine; M.B.A., California Polytechnic University at Pomona; Ph.D., University of Massachusetts at Amherst.
Suzyn Ornstein, Assistant Professor of Management. B.A., University of Michigan; Ph.D., Ohio State University.
*Benjamin M. Perles, Chairperson and Professor of Management. B.S., Northeastern University; M.B.A., Ph.D., Boston University.
Daniel A. Sankowsky, Associate Professor of Management. B.A., University of Pennsylvania; Ph.D., University of California–Berkeley.
Charles J. Shelley, Assistant Professor of Management. B.A., Ph.D., University of Massachusetts, Amherst.
Lee Sutherland, Assistant Professor of Management. B.S., M.Ed., Suffolk University; M.B.A., University of Maine; Ed.D., Nova University.
M. Murat Tarimcilar, Assistant Professor of Management. B.S., Bogazici University; M.S., Ph.D., Louisiana State University.
Alberto Zanzi, Associate Professor of Management. B.S., M.B.A., Utah State University; Ph.D., University of Southern California.

Marketing Department
Nizamettin Aydin, Associate Professor of International Business. B.S., M.B.A., Indiana University; Ph.D., University of Michigan.
Madhav Kacker, Associate Professor of Marketing. B.Com., University of Agra; M.Com., University of Allahbad; Ph.D., Banaras Hindu University; M.B.A., D.B.A., Michigan State University.
Thomas L. Magliozi, Associate Professor of Marketing. B.S., Massachusetts Institute of Technology; M.S., Northeastern University; D.B.A., Boston University.
Joseph P. Vaccaro, Assistant Professor of Marketing. B.S., Boston College; M.B.A., J.D, Suffolk University.
David R. Wheeler, Chairperson and Associate Professor of Marketing. B.A., M.B.A., Ph.D., Texas Tech University.

Executive in Residence
Clarence A. Cooper, Executive in Residence and Associate Professor of Management. B.S., Pennsylvania State University; M.A., Temple University; M.P.A., Harvard University.
Derek W.F. Coward, Executive in Residence and Associate Professor of Business. B.A. (Hons.), London University; Post-graduate Education Certificate, Exeter University.
Public Management Department
*Frances Burke, Professor of Public Management. S.B., Simmons College; M.A., Ph.D., Boston University.
Eric Fortess, Associate Professor of Health Administration. B.A., Antioch College; M.P.H., University of Hawaii, S.M., Sc.D., Harvard University.
Michael Lavin, Associate Professor of Public Management. B.A., St. Anselm's College; M.A., College of William and Mary; Ph.D., Tufts University.
Donald Levitan, Professor of Public Management. S.B., Boston College; M.A., Syracuse University; D.P.A., New York University.
David G. Pfeiffer, Professor of Public Management. B.A., M.A., University of Texas; M.Div., Episcopal Theological Seminary of the Southwest; Ph.D., University of Rochester.

♦On leave—sabbatical for academic year 1989-90 (Professors Perles, Burke); for Fall 1989 (Professor Briggs)

Adjunct Faculty
Accounting Department
Rae D. Anderson, Master Lecturer, Accounting. B.S.B.A., M.S.B.A., Suffolk University; Diploma, Bentley College; C.P.A., Massachusetts. Consultant.
William Driscoll, Master Lecturer, Accounting. B.S., M.B.A., Suffolk University; C.P.A., Massachusetts. Returns Classification Specialist, Internal Revenue Service.
Bruce McElvenny, Senior Lecturer, Accounting. B.S.B.A., Suffolk University; M.B.A., Suffolk University; M.S., Bentley College; J.D. candidate, New England School of Law; C.P.A., Massachusetts.
Michael Nee, Master Lecturer, Accounting. B.S., Bentley College; M.B.A., Suffolk University. Revenue Agent, Internal Revenue Service.
Habib Rahman, Senior Lecturer, Accounting. B.A., Harvard University; M.B.A., Harvard Business School; M.S., Bentley College; C.P.A., Massachusetts.

Business Law Department
Donald Macksey, Senior Lecturer, Business Law. B.A., St. Michael's College; J.D., Georgetown University.
Walter T. Ollen, Master Lecturer, Business Law. B.S., Boston University, J.D., Boston University.

Computer Information Systems Department

Financial Management
Krishna Moorthi, Senior Lecturer, Computer Information Systems. B.S., College of Engg; M.S., Carnegie Mellon University; Ph.D., University of Pittsburgh.

Finance Department
Joseph Mattison III, Master Lecturer, Finance. A.B., Princeton University; M.B.A., University of Virginia.

Management Department
David Baum, Master Lecturer, Management. B.S., Rutgers University; M.B.A., Suffolk University. Manager of Quality Control, Bay State Abrasives Company.
David Miller, Senior Lecturer, Management. B.S., Tufts University; M.B.A., Harvard University; J.D., Suffolk University. President, WSI Corporation.

Marketing Department
Haig Agababian, Master Lecturer, Marketing. B.S., Georgetown University; M.B.A., Harvard University. Bethany Brown, Lecturer, Marketing. B.S., Northeastern University; M.B.A., Suffolk University. Assistant Vice President, Bank of Boston.
Robert P. Gray, Master Lecturer, Marketing. B.S., Boston College; M.B.A., Suffolk University. Associate Director of Marketing Research, Gillette Company.
Rodney Helwig, Senior Lecturer, Marketing. B.S./B.A., Tri-State University; M.B.A., Xavier University; M.B.A., University of Cincinnati. Manager, Regional Sales and Distribution, TRW Fasteners Division.
Amy Meyer, Senior Lecturer, Marketing. A.B., Boston University; M.B.A., Harvard University.

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

Stephen E. Cirillo, Senior Lecturer, Public Management. B.S., Northeastern University; M.P.A., Syracuse University. Chief Budget Officer, City of Newton.

David Dorney, Senior Lecturer, Public Management. A.B., Boston University; M.A., University of Chicago; Ph.D., Brandeis University.


Kathleen Herr, Master Lecturer, Public Management. B.S.N., Boston University; M.A., University of Chicago; Ph.D., Brandeis University. Manager for Research and Evaluation, Division of Substance Abuse, Department of Public Health, Commonwealth of Massachusetts.

1989–90 Committees

Educational Policy
Faculty Life
Promotion, Tenure and Review
University Committee
Academic Support Services
Graduate Admissions, Retention and Academic Standing
Graduate Curriculum
Social
Student Support Services
Undergraduate Admissions, Retention and Academic Standing
Undergraduate Curriculum
Accreditations
Strategic and Long Range Planning
Research and Publications
Effective Teaching

School of Management Visiting Committee Members

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Mr. Bertram M. Lee, President, BML Associates, Inc.

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Mr. Donald Stull, President, Stull & Lee, Inc., Boston

Mr. Walter Tillinghast, President, The Spaulding Company, Stoughton

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Mr. David Mundel, William H. Dolben And Sons, Inc., Boston

Mr. Patrick Purcell, President and Publisher, The Boston Herald, Boston

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Mr. Leonard Rosenblatt, President and CEO, Ausimont Compo Northwest, Waltham

Mr. John Scully, President, Retail Sector, John Hancock Insurance Company, Boston

Mr. Lewis Shattuck, President, Smaller Business Association of New England, Waltham

Ms. Linda Shyavitz, President, Sturdy Memorial Hospital, Inc., Attleboro

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Mr. Joseph DeNucci, State Auditor, State House, Boston
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Mr. Louis Gawthrop, former Editor, Public Administration Review, Arlington
Mr. Brian Gilmore, Vice President of Public Affairs, Associated Industrial of Massachusetts, Boston
Mr. Robert Green, Regional Commissioner, Department of Health and Human Services, Boston
Mr. A. Louis Hayward, Chief of Bureau, Department of Revenue, Boston
Mr. Patrick E. McCarthy, President, Massachusetts General Hospital Institute of Health Professions, Boston
Ms. Joyce Murphy, First Deputy Commissioner, Massachusetts Department of Revenue, Boston
Ms. Judith Robbins, City Council President, Attleboro
Mr. James Roosevelt Jr., Choate Hall and Stewart, Boston
Ms. Jacqueline M. Rosenthal, Executive Director, Harvard Community Health Plan, Boston
Mr. John O. S'Francis, Senior Vice President, Paul Parks and Associates, Inc., Boston
Ms. Barbara Salisbury, Budget Director, Commonwealth of Massachusetts, State House, Boston

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Mr. Thomas Flannery, Senior Manager, Ernst and Whitney, Boston
Mr. Joseph Genovese, Audit Partner, Arthur Young & Company, Boston
Mr. Robert D. Happ, Partner in Charge, Peat Marwick Main & Company, Boston
Mr. Anthony Lucas, Vice President/Controller, Gillette Company, Boston
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Mr. Thomas Megan, Audit Partner, Touche Ross and Company, Boston
Mr. Morton Myers, Regional Manager, U.S. General Accounting Office, Boston
Mr. Peter Nessen, Assistant Secretary, Executive Office for Secretary of Administration and Finance, State House, Boston
Mr. John O'Connor, Partner, Coopers & Lybrand, Boston
Mr. Richard Paull, Internal Audit Manager, Oxbow Corporation, Dedham
Mr. Mario Umana, Managing Partner, Deloitte, Haskins and Sells, Boston
Mr. Roger Volk, Roger L. Volk and Company, Lynn

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Mr. Frank Diasparra, Vice President, Advanced Technology Services, Fidelity Systems Corporation, Boston
Mr. Russell H. Frye, President, Frye Computer Systems Inc., Boston
Mr. Lynn Geissler, Systems Officer, Shawmut Bank, Boston
Ms. Naomi Karten, Karten and Associates, Randolph
Mr. Joseph Kekejian, Industry Marketing Manager, NEC Company, Boxboro
Mr. Ted Klein, President, Boston Systems, Boston
Ms. Lana C. Lee, Senior Group Manager, Digital Equipment Information Systems, Concord
Mr. Ralph D. Loftin, Ralph D. Loftin Associates, Newton
Mr. Alexander Malcolm, Manager of Group Marketing Operation, John Hancock Mutual Life, Boston
Mr. Donald McKillop, Vice President of Communications, State Street Bank, North Quincy
Ms. Patricia Seybold, Seybold Associates, Boston

Finance Advisory Council
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Mr. Frederick C. Church Jr., President, Frank B. Hall Risk Management, Inc., Boston
Mr. Allan L. Coon, Senior Vice President and Chief Financial Officer/Treasurer, Alpha Industries, Inc., Woburn
Mr. Thomas J. Galligan III, Senior Vice President and Chief Financial Officer/Treasurer, Morse Shoe, Inc., Canton
Ms. Theresa Maloney, Vice President, Liberty Mutual Insurance Company, Boston
Mr. Albert C. Patterson, Corporate Vice President, McCormick & Dodge, Natick
Mr. Warren Smith, Executive Vice President and COO, Boston Bank of Commerce, Boston
Mr. Dennis Sullivan, Greenberg, Rosenblatt, Kull, Worcester
Mr. David Weener, President, Nucon Capital Corporation, Boston
Mr. Christopher Wilson, Chief Executive Officer, Eliot Savings Bank, Boston
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Ms. Donna Latson Gittens, Vice President, Community Programming, WCVB–Channel 5, Needham
Mr. David E. Gordon, Executive Vice President, B. Angell & Associates, Inc., Chicago
Mr. John H. Melchinger, General Partner, John H. Melchinger Company, Newton Centre
Ms. Ann Moe, M and M Associates, Milton
Mr. Gary E. Schmidt, Vice President of Marketing, BBN Advanced Computer, Inc., Cambridge
Mr. Andre D. Summers, President, Comtronics Corporation, Norfolk
Mr. Louis Totino, Deputy Director of Marketing, Massachusetts State Lottery Commission, Braintree
Mr. Arthur W. Winterhalter, Vice President, Marketing and Sales, GenRad, Concord

Human Resource Development Advisory Council
Mr. James R. Brannon, Assistant Vice President, Liberty Mutual Insurance Group, Boston
Mr. Charles M. Bush, Senior Vice President of Personnel, Shawmut Bank of Boston, Boston
Ms. Deborah E. Byron, Vice President, Human Resources, The Boston Five, Boston
Ms. Priscilla H. Claman, Personnel Manager, Bank of New England, Boston
Ms. Pauline Davis, Group Manager, Digital Equipment Corporation, Boston
Mr. Frank Faggiano, Vice President, Human Resources, Apollo Computer, Inc., Chelmsford
Mr. Frank W. Fisher, Assistant Vice President, Training Director, New World Bank, Boston
Mr. Robert Krim, Assistant Director of Personnel/ Human Resources, Office of Personnel Management, City Hall, Boston
Mr. Jack Lawrence, General Management Consultant, The Lawrence Group, Marshfield
Mr. Leo LeClaire, Director of Personnel, The Polaroid Corporation, Cambridge
Mr. John Williams, Vice President, Human Resources, Com/Energy, Cambridge
Ms. Joyce D. Yaffee, Vice President, Human Resources, The Kendall Company, Westwood

Enrollment

<table>
<thead>
<tr>
<th>College of Liberal Arts and Sciences</th>
<th>Full Time</th>
<th>Part Time</th>
<th>Total</th>
<th>Full Time Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>1069</td>
<td>417</td>
<td>1486</td>
<td>1223</td>
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<tr>
<td>Graduate</td>
<td>10</td>
<td>56</td>
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<td>Total</td>
<td>1079</td>
<td>473</td>
<td>1552</td>
<td>1251</td>
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</table>

School of Management

| Undergraduate                        | 865       | 440       | 1305  | 1019                 |
| MBA                                  | 41        | 580       | 621   | 218                  |
| MPA                                  | 28        | 120       | 148   | 72                   |
| Executive MBA                        | 0         | 110       | 110   | 38                   |
| Executive MPA                        | 0         | 10        | 10    | 4                    |
| Certificate Prog.                    | 0         | 2         | 2     | 0                    |
| Total                                | 934       | 1262      | 2196  | 1352                 |

Law School

| Grand Totals                         | 2957      | 2487      | 5444  | 4043                 |

Retention
National studies indicate that of entering freshmen, the median percent graduated in four years varies from 35% to 40%. At Suffolk University 40% of entering freshmen are graduated in four years, and over 54% in six years.

Degrees

College of Liberal Arts and Sciences

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, Certificate of Advanced Study in Public Administration

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
55 Classrooms
27 Laboratories
Law School Library
Sawyer Library
40-acre R.S. Friedman Field Station
John P. Chase Computer Room

Libraries

| Law Library                          | 192,000 volumes |
| Sawyer Library                      | 100,000 volumes |
| Microtexts                          | 594,000 volumes |
| Collection of Afro-American Literature | 3,000 volumes |
| Periodical Subscriptions            | 6,540 titles    |
| Fenway Library Consortium           | 2,008,000 volumes |

Faculty

<table>
<thead>
<tr>
<th>College of Liberal Arts &amp; Sciences</th>
<th>Full Time</th>
<th>Part Time</th>
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<tr>
<td>College of Liberal Arts &amp; Sciences</td>
<td>108</td>
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<tr>
<td>School of Management</td>
<td>52</td>
<td>28</td>
</tr>
<tr>
<td>Law School</td>
<td>54</td>
<td>59</td>
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</tbody>
</table>

Finance

Endowment
16,473,000

Plant Assets
36,127,000

Operating Budget
34,600,000
Tuition

College of Liberal Arts & Sciences
  Undergraduate $7300
  Graduate Education $8166

School of Management
  Undergraduate $7300
  MBA $9960
  MPA $9558
  Executive MBA $1246 per 3 credit course
  Executive MPA $1127 per 3 credit course
  APC $996 per 3 credit course
  CASPA $957 per 3 credit course

Law School
  Day $10180
  Evening $7635

Financial Aid

Federal $1,642,225
State 1,642,284
University 1,554,527
Other 430,048
Guaranteed Student Loans 8,740,272

Over 3,000 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

Intercollegiate Competition for women in Basketball, Cross-Country, Tennis and Softball.
Intramural Competition in Basketball, Flag Football and Softball.
Club Sports: Track and Field, Weight-lifting, and Cheerleading.
Financial Information

Tuition – 1989-1990

Tuition charges are based on (1) the number of courses carried and (2) whether the student is in the undergraduate or graduate program.

Full-Time Course Load

Full time students carry 12 to 17 credit hours per term, day or evening, with the 16th and 17th credits allowed as labs only.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Undergraduate</th>
<th>MBA</th>
<th>MPA</th>
<th>MED</th>
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<tr>
<td>Year</td>
<td>$3650</td>
<td>$4980</td>
<td>$4779</td>
<td>$4083</td>
</tr>
</tbody>
</table>

Excess Courses

| Undergraduate | $243 per semester hour |
| MBA           | $332 per semester hour |
| MPA           | $319 per semester hour |
| MED           | $272 per semester      |

Part-time Course Load

Part time students carry 1 to 3 courses per term 11 semester hours maximum.

<table>
<thead>
<tr>
<th>Semester Hour</th>
<th>3 credit course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$207 $621</td>
</tr>
<tr>
<td>MBA</td>
<td>$332 $996</td>
</tr>
<tr>
<td>MPA</td>
<td>$319 $957</td>
</tr>
<tr>
<td>MED</td>
<td>$272 $816</td>
</tr>
</tbody>
</table>

Executive MBA $1246 per 3 credit course

Executive MPA $1127 per 3 credit course

APC $ 996 per 3 credit course

Fees

Lab Fee, course designated "L" or "F" in course number classes $30
Late Registration (within first two weeks of semester) $25
Late Registration (after second week of classes) $50
Change of Course (after second week of classes) $10
Deferred Payment Fee (service charge for installment payments) $10
Late Payment Fee $10
SCUBA $232
Make-Up examination (per exam)—must petition Dean of Students $10
Transcripts (first copy free, $2 per additional copy) $2
Petition for readmission (students dropped for academic or other reasons) $20
Graduation Fee—June Graduation $25
February and September Graduation $8

Student Activity Fee (per semester):

Undergraduate Full-Time $28
Undergraduate Part-Time $10
MBA $10
MPA $5
MED $5

Computer Fees for S.O.M. Majors (per semester):

Undergraduate Full-Time $20
Undergraduate Part-Time $8
Graduate Full-Time $25
Graduate Part-Time $10

Returned Check Fee $20
Charged for any check returned by our bank. In addition, if the check is given at Registration and returned, a Late Registration Fee will be assessed.

Financial Aid
Financial assistance is available to part-time as well as full-time students enrolled in a degree program. Although financial aid is not typically available to non-degree part-time students, the Financial Aid Office can be helpful to those who may be planning to apply for admission to a degree program. You are urged to call the Financial Aid Office at 573-8470 for more information or for an appointment to discuss possible options.

Many students receive direct tuition assistance from their employer as an employment benefit. Students should contact their personnel office or job supervisor for information. Veterans should determine their eligibility from the Veterans Administration in advance of registration.

Tuition Liability
Students who are obligated to withdraw from the University or to drop courses before the end of the fourth week of a semester may, on approval of the Student Accounts Office, receive a reduction of tuition liability. Tuition liability will be based on the date on which the Withdrawal Form or Drop Form is received by the Office of the Registrar.

Withdrawal Notice or Drop Form

<table>
<thead>
<tr>
<th>Filed and approved within:</th>
<th>Student is liable for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to classes</td>
<td>0%</td>
</tr>
<tr>
<td>Second week of classes</td>
<td>20%</td>
</tr>
<tr>
<td>Third week of classes</td>
<td>50%</td>
</tr>
<tr>
<td>Fourth week of classes</td>
<td>75%</td>
</tr>
<tr>
<td>After fourth week of classes</td>
<td>100%</td>
</tr>
</tbody>
</table>

Non-attendance does not constitute official withdrawal or dropping of a course. Tuition is not refunded after the fourth week of class. Reasonable collection costs, including attorney fees may be added to delinquent accounts.

There is a $20 charge for checks returned by our bank. In addition, if the check is given at registration and returned by the bank, the late registration fee will also be assessed.

For special short courses and institutes consult the Student Accounts Office on the refund policy.

All tuition charges are subject to change by action of the Board of Trustees. Any such change may be made applicable to students already enrolled in the University. Please note that some courses and special institutes have different tuition rates.

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

Payment Terms
Pre-registration for the Fall Semester occurs during the Spring and the Student Accounts Office will generate a bill in July for the entire amount with a due date of the first Friday in August.

Spring 1990
Registration occurs in mid November through mid December. Due to time constraints, a payment must accompany your registration.

The payment options are:
1. Payment in Full for the semester.
2. The Deferred Payment Plan requires that one half of the charges be paid with your registration and the balance will be due the first Friday of August for the Fall Semester and the first Friday in March for the Spring Semester. A bill will be generated and the $10 Deferred Payment Charge will be assessed.

There is a $10 Late Payment Charge for those students who do not pay their deferred payment by the due date.

Summer Session Tuition: 1990
The 1990 Summer Session rates will be charged according to the semester hour. See Part-Time Tuition Rates. No Student Activity Fee is charged for summer sessions.
Loans

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. FULL SEMESTER CHARGES WILL BE DEDUCTED FROM THE PROCEEDS OF ALL EDUCATIONAL LOANS. Guaranteed Student Loan applications must be on file in the Office of Financial Aid by June 30, 1989 for the Fall Semester, and November 30, 1989 for the Spring Semester. GSL applications presented at registration will not be accepted in lieu of payment. Therefore, you must be prepared to make a minimum payment of 50% of the tuition charges.

Please remember, when calculating the amount owed for the semester, educational loans are disbursed in two (2) installments, one for each semester. You will receive a Notice of Disbursement from the bank informing you of each check amount. If you do not pay the amount equaling the difference between the tuition charges and the first semester's check amount by the required due date(s) (to be announced) you will be liable for the Deferred Payment Fee. Since the University will assume that you will be attending both semesters, any early advances of the second disbursement of educational loans will be credited to the second semester.

No refunds from the proceeds of student loans will be given prior to the first day of classes.

Student Accounts Office Hours

For your convenience the Student Accounts Office hours during the first two weeks of classes will be 8:45 A.M. to 7:00 P.M.

Otherwise, the office hours are:

Monday through Thursday 8:45 A.M. - 5:30 P.M.
Friday 8:45 A.M. - 4:45 P.M.

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. Numerous financial aid programs are available to help alleviate the 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 may apply for financial aid consideration. The majority of assistance programs require an applicant be enrolled for at least six credits and some require full-time enrollment. 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 required to apply for PELL Grant and state scholarship consideration.

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

Stafford Loan Program (formerly Guaranteed Student Loan Program) The Stafford Loan Program enables students to borrow from commercial lenders in order to finance their educational expenses. While the majority of these 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:

<table>
<thead>
<tr>
<th>Category</th>
<th>Annual Loan Limit</th>
<th>Aggregate Loan Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st and 2nd year Undergraduate</td>
<td>$2625</td>
<td>$17,250</td>
</tr>
<tr>
<td>3rd and 4th year Undergraduate</td>
<td>$4000</td>
<td>$54,750</td>
</tr>
<tr>
<td>Graduate</td>
<td>$7500</td>
<td></td>
</tr>
</tbody>
</table>

The aggregate amount for graduate students includes loans obtained at the undergraduate level. The Stafford Program currently offers loans with an interest rate of 8%.

Prior to completion of the bank loan application, the student applicant must have a complete Financial Aid Application on file in the Office of Financial Aid.

Plus and SLS loans are also available to assist students with educational expenses. Plus loans are for parent borrowers; SLS's are for students. The loans are made by a lender such as a bank, credit union or savings and loan association. These loans carry a variable interest rate, adjusted each year. For the 1988-89 academic year the interest rate was 10.45 percent. Parents may borrow up to $4,000 per year, to a total of $20,000 for each child who is enrolled at least half time and is dependent. Graduate students and independent undergraduates may borrow (through SLS) up to $4,000 per year, to a total of $20,000. Repayment on Plus and SLS loans begins 60 days after the loan is disbursed. Eligibility for these loans is based on the applicant's credit worthiness. Application forms for Guaranteed Student Loans, Plus or SLS loans can be obtained from your bank. Teri Supplemental Loans are also available to undergraduate and graduate students on the basis of credit worthiness. Applicants must be enrolled at least half-time. Teri loans carry a variable interest rate of two points above prime.

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

The current interest rate for a Perkins Loan is 5%. No interest is charged for these loans until repayment begins. Repayment starts 6 months after a student ceases to be at least a half-time student due to graduation, withdrawal, or less than half-time attend-
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 $4500 during the first two years of study and not more than $9000 during one's undergraduate career.
Graduate—Combined total of not more than $18,000 for undergraduate and graduate studies.

Full or partial cancellation of a Perkins loan is allowed under certain conditions, i.e., teaching emotionally, economically, and mentally handicapped students; death; or permanent disability; service as a Vista or Peace Corp Volunteer.

Scholarships/Grants

Federal

Pell Grant (formerly Basic Educational Opportunity Grant—BEOG) This federal grant, renamed PELL Grant after Senator Claiborne Pell, is designed to assist undergraduate students. The actual amount a student receives depends on the financial information reported on his/her 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 appropriate section of the Financial Aid Form of the College Scholarship Service. Four to six weeks after the student submits the application, he/she will receive direct notification from the Pell Grant Program Office. This notification is called "The Student Aid Report" and will indicate whether or not the student qualifies, and will estimate the award amount. During 1988–1989, Pell Grants ranged up to $2200.

Supplemental Education Opportunity Grant
This grant 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 up to $3100.

Gilbert Matching Grant This state program is available for full-time undergraduates, who are Massachusetts residents.

Graduate Grant Graduate students enrolled for at least six credits are eligible for consideration. Recipients must be Massachusetts residents.

Adult Learner Scholarship This program was designed to assist A.F.D.C. recipients who are Massachusetts residents enrolled for at least six credits in an undergraduate program.

State Part-Time Student Grant Awarded to undergraduate students enrolled for a minimum of three credits. (Note—this is the only financial assistance program available to students enrolled for less than six credits). Recipients must be residents of the Commonwealth engaged in undergraduate study.

Christa McAuliffe Teacher Incentive Grant
Offered to undergraduate students who are Massachusetts residents enrolled in a program leading to teacher certification. In exchange for each $2000 grant, the recipient must agree to teach full-time for one year in a Massachusetts school.

Commonwealth Scholars Award Offered to Massachusetts residents with demonstrated scholastic achievement who are planning to enter as full-time freshmen.
Suffolk University Scholarships

Trustee's Scholarship is an institutionally funded scholarship program 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 freshmen.

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

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

The Maria Stewart Scholarship is a $2,500 grant awarded to ten incoming freshmen/transfer students of color. These renewable awards are extended on the basis of need and talent.

The John P. Chase Scholarship is a merit award established through the generosity of Trustee John P. Chase. These $2,400 awards are merit based and are offered to entering students.

The President's Incentive Loan/Grant is an innovative financial assistance program which encourages recipients to graduate. Each $1,000 award is offered in the form of a loan; recipients are required to negotiate promissory notes. Loans are renewed each year provided academic progress is maintained. However, when the recipient graduates, all loans are forgiven, thereby converting to a grant. The recipient must repay the loan if he/she withdraws or transfers from the University.

The Ely Scholarship is awarded to needy residents of Boston. Priority is given to male students of color.

The Stephen P. Novak Educational Trust Fund was established to provide scholarship support to deserving incoming freshmen.

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

The Harold Stone Scholarship is awarded to an outstanding junior accounting student. The $1,500 scholarship is applied to the recipient's senior year tuition.

The Mio Davis Marketing Scholarship is available to a marketing major in the junior year. The student must be in good academic standing and demonstrate financial need.

The John M. Corcoran Scholarship was established through the generosity of Trustee John M. Corcoran. These $2,400 awards are based solely on merit and are offered to entering students.

The Sheldon R. Cohen Scholarship is available to entering full-time freshmen from Chelsea High School.

The Stephen P. Novak Scholarship is offered to entering full-time freshmen who need assistance with financing a Suffolk University Education.

The Graduate Part-time Scholarship is awarded to part-time graduate students who are ineligible for employer tuition remission. These $1,000 scholarships are not renewable.

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

College Work Study Program and Massachusetts Educational Programs These programs provide students with employment opportunities either on the University campus or with various 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 and/or career 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 demonstrate financial need.

Suffolk University

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

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

Location The Office of Financial Aid is located on the 8th floor of the Sawyer Building. The telephone number is (617) 573-8470.

Hours 8:45 a.m. to 4:45 p.m. Monday through Friday. Evening appointments are easily accommodated 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. signed federal tax return copy and financial aid transcripts from any institution of prior attendance). Graduate student financial aid applications must be submitted by April 1. November 1—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.

Housing

Suffolk University maintains limited residence hall space on the campus of Lasell College in Newton. Located in a residential neighborhood, Suffolk's residence halls provide clean, safe, economical living accommodations in an atmosphere that complements and enhances the academic experience. There is good transportation between the residence halls and the Suffolk campus. For those students who would like assistance locating apartments, roommates or other housing arrangements such as free room and board in exchange for limited babysitting, Suffolk's Housing Office, located in the Dean of Students' Office (Archer Building 3rd Floor) has listings of apartments and rooms for rent as well as information about private dormitories and other housing options.

For housing assistance call the Housing Office (617) 573-8239.
Bequests

Those interested in making gifts to Suffolk University School of Management are provided the following suggested forms which should be adapted or rewritten by legal counsel to fit the donor's individual situation. The unrestricted gift is the most useful since it will be allocated where the need is greatest. However, a gift for a specific purpose is also vital and may take the form of endowed chairs, named scholarships, buildings, books for the library, research equipment, works of art, etc.

Legal Forms of Bequest

Unrestricted General Legacy I bequeath to Suffolk University (School of Management), a corporation existing under the laws of the Commonwealth of Massachusetts and located in Boston, Massachusetts, the sum of (insert dollar amount) for its general purposes.

Gift for Specific Purpose I bequeath to Suffolk University (School of Management), a corporation existing under the laws of the Commonwealth of Massachusetts, the sum of (insert dollar amount) to be added to its endowment with the net income therefrom to be used for (insert specific School of Management purpose). If in the opinion of the University's Board of Trustees, the purposes of the University would be better served by using the income or principal, or both, for the School of Management's general purposes, the income or principal, or both, may so be used.

Specific Legacy I bequeath my (insert description of property) to Suffolk University (School of Management), a corporation existing under the laws of the Commonwealth of Massachusetts and located in Boston, Massachusetts.

Gift of Residuary Estate I devise and bequeath the residue of property owned by me at my death, real and personal and wherever situate to Suffolk University (School of Management), a corporation existing under the laws of the Commonwealth of Massachusetts and located in Boston, Massachusetts, for its general purposes (or name a particular purpose).

Further information may be obtained from the Office of Institutional Advancement, Suffolk University, 8 Ashburton Place, Boston, Massachusetts 02108-2770, (617) 573-8455.
Suffolk University School of Management Alumni/ae Association

More than 15,000 alumni/ae have graduated from the School of Management and are considered members of the MBA/MPA Alumni Association or the General Alumni Association. The alumni/ae have played an integral part in promoting and maintaining the high standard of management education which has been a tradition at Suffolk University School of Management.

Governed by directors elected from the alumni/ae, the associations sponsor a variety of social, cultural and educational functions. Currently, the alumni/ae association is working closely with the Career Services and Cooperative Education Office to expand job opportunities for graduates. The alumni/ae, through the Annual Fund, make generous contributions to support the scholarship program and other financial needs of the School of Management.

Course Additions

Proposed Elective in Cost Accounting
Advanced Cost Accounting
Prerequisite: ACCT 331 Cost Accounting
Advanced study of cost accounting concepts and techniques with emphasis on systems and manipulations in standard costing, budgetary control, and cost allocation.

For up-to-date course changes and additions, or for more information on a course, see appropriate department chair or come to the School of Management Dean's Office, Sawyer 537.

Accreditations

The Suffolk University M.P.A. Program is accredited by the National Association of Schools of Public Affairs and Administration.

The undergraduate and masters business programs offered by the School of Management, Suffolk University, are accredited by the American Assembly of Collegiate Schools of Business (AACSB).
### UNIVERSITY CALENDAR 1989-90

**Fall Semester 1989**

<table>
<thead>
<tr>
<th>June</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19-22 Mon.-Thurs.</td>
<td>SOM and CLAS New Freshman Orientation and Registration</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>August</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>14 Monday</td>
<td>Last day to apply for Fall quarter admission to Executive MBA/MPA graduate programs</td>
<td></td>
</tr>
<tr>
<td>25 Friday</td>
<td>Last day for non-degree (CAPS) students to mail register for Fall</td>
<td></td>
</tr>
<tr>
<td>28-30 Mon.-Wed.</td>
<td>Orientation and Registration (New Transfer Students)</td>
<td></td>
</tr>
<tr>
<td>31 Thursday</td>
<td>Late registration for continuing students</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>September</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>1 Wednesday</td>
<td>Labor Day Holiday</td>
<td></td>
</tr>
<tr>
<td>4 Monday</td>
<td>Evening classes (4:30 p.m. and later) convene</td>
<td></td>
</tr>
<tr>
<td>5 Tuesday</td>
<td>Day classes convene</td>
<td></td>
</tr>
<tr>
<td>6 Wednesday</td>
<td>Last day of class, Executive MBA and MPA</td>
<td></td>
</tr>
<tr>
<td>9 Saturday</td>
<td>Last day for late registration</td>
<td></td>
</tr>
<tr>
<td>15 Friday</td>
<td>Last day for course changes</td>
<td></td>
</tr>
<tr>
<td>20 Wednesday</td>
<td>Last day for filing application for Spring and Summer final make-up exams</td>
<td></td>
</tr>
<tr>
<td>27 Wednesday</td>
<td>Executive MBA and MPA Fall classes convene</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>October</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>9 Monday</td>
<td>Columbus Day Holiday</td>
<td></td>
</tr>
<tr>
<td>10 Tuesday</td>
<td>Tuesday evening classes cancelled. Monday classes meet (evening only) to make up for holiday</td>
<td></td>
</tr>
<tr>
<td>11-12 Wed.-Thurs.</td>
<td>Spring and Summer final examination make-up</td>
<td></td>
</tr>
<tr>
<td>16 Monday</td>
<td>Faculty evaluation of student performance given to each student in each course by this date (CLAS only)</td>
<td></td>
</tr>
<tr>
<td>23 Monday</td>
<td>Last day to apply for February graduation. Last day for withdrawal without penalty of &quot;F&quot; grade</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>November</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1 Wednesday</td>
<td>Last day to complete financial aid application (for Spring 1990)</td>
<td></td>
</tr>
<tr>
<td>6-22</td>
<td>Advising, course selection and registration for Spring 1990</td>
<td></td>
</tr>
<tr>
<td>11 Saturday</td>
<td>Veterans’ Day Holiday. The Executive MBA/MPA classes will be held as scheduled</td>
<td></td>
</tr>
<tr>
<td>14 Tuesday</td>
<td>Last day to apply for Spring admission to part-time and full-time evening graduate programs</td>
<td></td>
</tr>
<tr>
<td>22-26 Wed.-Sun.</td>
<td>Thanksgiving recess begins 1:00 p.m. Wednesday, November 22 through Sunday, November 26</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>December</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Friday</td>
<td>Last classes for Fall semester</td>
<td></td>
</tr>
<tr>
<td>11-12 Mon.-Tues.</td>
<td>Reading Period</td>
<td></td>
</tr>
<tr>
<td>13-19 Wed.-Tues.</td>
<td>Final Exams (No final exams permitted before December 13)</td>
<td></td>
</tr>
<tr>
<td>16 Saturday</td>
<td>Last day of class, Executive MBA and MPA</td>
<td></td>
</tr>
<tr>
<td>20 Wednesday</td>
<td>Winter vacation begins and runs through Sunday, January 7, 1990</td>
<td></td>
</tr>
<tr>
<td>27 Wednesday</td>
<td>Last day for faculty to submit Fall grades</td>
<td></td>
</tr>
<tr>
<td>29 Friday</td>
<td>Last day for non-degree (CAPS) students to mail register for Spring 1990</td>
<td></td>
</tr>
</tbody>
</table>
### Spring Semester 1990

#### January

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Saturday</td>
<td>Executive MBA and MPA classes convene</td>
</tr>
<tr>
<td>8-12 Mon.-Fri.</td>
<td>Faculty/Student Pre-semester Work/Activities Period</td>
</tr>
<tr>
<td>15 Monday</td>
<td>Martin Luther King Holiday</td>
</tr>
<tr>
<td>16-18 Tues.-Thur.</td>
<td>Orientation and Registration for New Students</td>
</tr>
<tr>
<td>17 Wednesday</td>
<td>Evening classes convene</td>
</tr>
<tr>
<td>22 Monday</td>
<td>Day classes convene</td>
</tr>
<tr>
<td>26 Friday</td>
<td>Last day for late registration; last day to apply for June graduation</td>
</tr>
</tbody>
</table>

#### February

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Friday</td>
<td>Last day for course changes. Last day for filing application for Fall final make-up examinations</td>
</tr>
<tr>
<td>14 Wednesday</td>
<td>Last day to apply for Spring quarter admission to Executive MBA/MPA programs</td>
</tr>
<tr>
<td>19 Monday</td>
<td>Presidents' Day observed</td>
</tr>
<tr>
<td>21 Wednesday</td>
<td>Wednesday evening classes cancelled. Monday classes (evening only) meet to make up for the Feb. 19th holiday</td>
</tr>
</tbody>
</table>

#### March

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Thursday</td>
<td>Last day for undergraduates to complete financial aid application for 1990-1991 school year</td>
</tr>
<tr>
<td>6 Tuesday</td>
<td>Faculty evaluation of student performance must have been given to each student in each course (CLAS only)</td>
</tr>
<tr>
<td>16 Friday</td>
<td>Last date for withdrawal without penalty of &quot;F&quot; grade</td>
</tr>
<tr>
<td>17 Saturday</td>
<td>Evacuation Day holiday; last day of class, Executive MBA and MPA classes will be held on schedule</td>
</tr>
<tr>
<td>19-23 Mon.-Fri.</td>
<td>Spring Vacation</td>
</tr>
<tr>
<td>24 Saturday</td>
<td>Executive MBA and MPA classes convene</td>
</tr>
<tr>
<td>26-4/6 Mon.-Fri.</td>
<td>Faculty advising for current students for Fall 1990 and for Summer Sessions I and II; pre-registration for Fall 1990 for all current students; mail registration for Summer Sessions I and II for current and new students</td>
</tr>
</tbody>
</table>

#### April

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sunday</td>
<td>Last day for graduate students to complete financial aid application for 1990-1991 school year</td>
</tr>
<tr>
<td>15 Sunday</td>
<td>Last day to apply for Summer admission to part-time and full-time evening graduate programs</td>
</tr>
<tr>
<td>16 Monday</td>
<td>Patriots' Day Holiday (See April 19th make-up)</td>
</tr>
<tr>
<td>19 Thursday</td>
<td>Monday classes (evening only) meet to make up for holiday. Thursday evening classes cancelled</td>
</tr>
</tbody>
</table>

#### May

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Wednesday</td>
<td>Last day of Day classes for (Spring semester)</td>
</tr>
<tr>
<td>3-4 Thurs.-Fri.</td>
<td>Reading Period (Day classes only)</td>
</tr>
<tr>
<td>4 Friday</td>
<td>Last day of Evening classes</td>
</tr>
<tr>
<td>7-11 Mon.-Fri.</td>
<td>Final Examinations (no final exams permitted before May 7)</td>
</tr>
<tr>
<td>14 Monday</td>
<td>Registration</td>
</tr>
<tr>
<td>15 Tuesday</td>
<td>Last day to apply for Fall admission to part-time and full-time evening graduate programs</td>
</tr>
<tr>
<td>15 Tuesday</td>
<td>Summer Session I classes convene</td>
</tr>
<tr>
<td>16 Wednesday</td>
<td>Deadline for submission of Spring grades</td>
</tr>
<tr>
<td>28 Monday</td>
<td>Memorial Day Holiday</td>
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#### June

<table>
<thead>
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<th>Date</th>
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<td>2 Saturday</td>
<td>Last day of classes, Executive MBA and MPA Commencement Day</td>
</tr>
<tr>
<td>3 Sunday</td>
<td>Last day of classes, Executive MBA and MPA Commencement Day</td>
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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 bus lines and railroads.

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

9. 20 Ashburton Place—
Career Services and Cooperative Education, Graduate Admissions.
POSTMASTER:
SEND ADDRESS CHANGES TO:
SUFFOLK UNIVERSITY BULLETIN
(USPS 542-960)
8 ASHBURTON PLACE
BOSTON, MASSACHUSETTS 02108