Suffolk University Academic Catalog, Sawyer School of Management, 2004-2005

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Suffolk University
SAWYER SCHOOL OF MANAGEMENT
Boston, Massachusetts

Graduate Programs
2004–2005
www.suffolk.edu
Graduate Programs at the Sawyer School of Management, Suffolk University

The Suffolk Advantage

**MBA Programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
<td>MASTER OF BUSINESS ADMINISTRATION</td>
</tr>
<tr>
<td>GMBA</td>
<td>GLOBAL MASTER OF BUSINESS ADMINISTRATION</td>
</tr>
<tr>
<td>EMBA</td>
<td>EXECUTIVE MASTER OF BUSINESS ADMINISTRATION</td>
</tr>
<tr>
<td>MBA Online</td>
<td>ONLINE MASTER OF BUSINESS ADMINISTRATION</td>
</tr>
<tr>
<td>Additional Programs: MBA/GPA; MBA/Health Administration; MBA/Corporate Executive; MBA/Nonprofit</td>
<td></td>
</tr>
<tr>
<td>Accelerated Programs: MBA for Attorneys; MBA for CPAs; MBA for ASQ; MBA for Berklee College of Music Management Majors</td>
<td></td>
</tr>
<tr>
<td>Joint Degree Programs: JD/MBA; MBA/MSA; MBA/MSF; MBA/MST</td>
<td></td>
</tr>
<tr>
<td>Certificates/Post Graduate Study: Advanced Professional Certificate (APC)</td>
<td></td>
</tr>
</tbody>
</table>

**Accounting**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSA</td>
<td>MASTER OF SCIENCE IN ACCOUNTING</td>
</tr>
<tr>
<td>Diploma Program</td>
<td>Graduate Diploma in Professional Accounting (GDPA)</td>
</tr>
<tr>
<td>Joint Degree Program</td>
<td>MBA/MSA</td>
</tr>
</tbody>
</table>

**Finance**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSF</td>
<td>MASTER OF SCIENCE IN FINANCE</td>
</tr>
<tr>
<td>Additional Program</td>
<td>Master of Science in Financial Services and Banking (MSFSB)</td>
</tr>
<tr>
<td>Accelerated Programs: MSF for Attorneys</td>
<td></td>
</tr>
<tr>
<td>Joint Degree Programs: JD/MSF; MBA/MSF</td>
<td></td>
</tr>
<tr>
<td>Certificate: Certificate Program for Advanced Study in Finance (CPASF)</td>
<td></td>
</tr>
</tbody>
</table>

**Health**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA</td>
<td>MASTER OF HEALTH ADMINISTRATION</td>
</tr>
</tbody>
</table>

**International Business**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMBA</td>
<td>GLOBAL MBA</td>
</tr>
</tbody>
</table>

**Public Management**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA</td>
<td>MASTER OF PUBLIC ADMINISTRATION</td>
</tr>
<tr>
<td>Specialized Degrees: Community Leadership and Public Engagement; Disability Studies; Health Administration; Nonprofit Management; State and Local Government</td>
<td></td>
</tr>
<tr>
<td>Joint Degree Programs: MPA/MS in Mental Health Counseling; JD/MPA; MPA/MS in Criminal Justice; MPA/MS in Political Science</td>
<td></td>
</tr>
<tr>
<td>Certificate: Certificate of Advanced Study in Public Administration (CASPA)</td>
<td></td>
</tr>
</tbody>
</table>

**Taxation**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MST</td>
<td>MASTER OF SCIENCE IN TAXATION</td>
</tr>
<tr>
<td>Accelerated Programs: MST for CPAs</td>
<td></td>
</tr>
<tr>
<td>Joint Program: MST/Graduate Diploma in Professional Accounting; MBA/MST</td>
<td></td>
</tr>
<tr>
<td>Certificate: Advanced Certificate in Taxation (ACT)</td>
<td></td>
</tr>
</tbody>
</table>

**Joint Degrees with Suffolk Law**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>JD/MBA</td>
<td>JURIS DOCTOR/MASTER OF BUSINESS ADMINISTRATION</td>
</tr>
<tr>
<td>JD/MPA</td>
<td>JURIS DOCTOR/MASTER OF PUBLIC ADMINISTRATION</td>
</tr>
<tr>
<td>JD/MSF</td>
<td>JURIS DOCTOR/MASTER OF SCIENCE IN FINANCE</td>
</tr>
</tbody>
</table>

CONTACT INFORMATION AND ADMINISTRATION

ADMISSION INFORMATION

APPLICATION FOR DOMESTIC AND INTERNATIONAL STUDENTS

CAMPUS MAP

INSIDE BACK COVER

This prospectus presents the course offerings and requirements in effect at the time of publication and are subject to review and revision.
Invest in Yourself

Choosing a graduate degree program is a vital decision that will affect the rest of your life. It means transforming yourself, both personally and professionally. So many options, but which program is right for you?

Before choosing a graduate degree program, think about who you want to be and where you want your career to lead you. What knowledge, skills, and experience will get you there?

So many business schools, but which school is right for you?

Whether you choose a career in accounting, finance, global business, management, marketing, or public service, Suffolk University’s business school, the Sawyer School of Management offers you lifelong education opportunities, a network of professional contacts all over the world, and lasting friendships. The Sawyer School will provide you with the vision, knowledge, and skills you need to succeed in business.

Your Suffolk experience will transform you, and the investment you make today will pay dividends for years to come.
Global, Accessible, 
Lifelong Learning

To be successful in today's dynamic business environment, you must have the ability to think globally, negotiate cross-culturally, and lead strategically in a world marketplace. You must learn to integrate business thinking and resolve conflicting points of view. Isolated problems do not exist in today's organization. Problems in finance affect marketing; marketing problems affect strategy. Problem-solving requires professionals to step outside of the box and view the problem from the many different perspectives of an organization.

At Suffolk University's business school, the Sawyer School of Management, we offer a quality business education with a global focus. The Sawyer School continuously enhances its curriculum and methods of teaching to reflect the way business is conducted. Across the various graduate degree programs offered by the Sawyer School, you will receive a practical, integrated education that is infused with a global focus.

Leadership, strategy, career planning, operations management, and ethics are at the core of our graduate curriculum.

Personalized attention is a commitment at Suffolk University. You will experience the expertise of our faculty one-on-one in the classroom. The Sawyer School is committed to class size that promotes student-faculty interaction. Our average class size is 26 students, with upper-level courses enrolling as few as 15. Small class size allows you to build relationships, ask questions, and share ideas with your professors and classmates.
Suffolk’s Sawyer School of Management is a global business school. One-third of our faculty and students are international, adding richness to classroom discussions. In most job settings, you will be expected to work as a member of a diverse, multicultural team that develops strategies and solves problems. At the Sawyer School, you’ll learn to tackle this challenge with classmates who bring their global, national, and regional perspectives and varied professional experiences to group projects. Ninety percent of our faculty hold PhDs. Our faculty come from Africa, Asia, Europe, and North America.

Students may choose to benefit from optional one-week overseas seminars to Belgium, Chile, China, France, Ireland, Italy, South Africa, Spain, or Turkey. Public Management students travel to Ireland to learn first hand about comparative public policy. The Suffolk Global MBA exposes students to real-world international work and study experiences—including one- to two-week overseas seminars and three-month global internships. The Sawyer School also maintains affiliations with colleges, universities, and corporations in Asia, Europe, and South America.

“The only way to really understand the implications of the European Union is to experience it first hand. After meeting with French heads of state and US businesses that are being affected, I gained a deeper appreciation of what textbooks merely describe.”

Kipling Kransdorf, MBA ’01
INTERNATIONAL SEMINAR PARTICIPANT

“...”

Dean O'Neil spent much of his career in the executive offices of the Polaroid Corporation, directing worldwide marketing, sales, and business development, financial management, investor relations, and MIS. He held various positions at Polaroid, including CFO, Executive Vice President of the Corporation, and President of Corporate Business Development. He is on the Board of Directors for the Greater Boston Chamber of Commerce. O'Neil earned his BA from Boston College, an MBA from Wayne State University, and a JD from Suffolk University Law School.

William J. O'Neil, Jr.
DEAN, SUFFOLK UNIVERSITY
SAWYER SCHOOL OF MANAGEMENT
Our Advantage

Strategic Location

Suffolk University is located in Boston, a leading world center of finance, high-tech, health, bio-tech, law, and government. Our location provides an excellent backdrop for the study of business and public management. Our main campus is surrounded by Boston’s foremost financial, government, and health care institutions, which provide a rich source of professional contacts and internship opportunities.

If you live or work in the city, you will find it very easy to integrate work and education. Suffolk University is a short walk from hundreds of offices in the downtown business and financial districts, subway, and commuter rail stations.

Suffolk University is an urban institution. Many graduate students choose to live in apartments near the campus or near public transit routes.

HOUSING
On-campus housing is not available for graduate students. However, the Off-Campus Housing Office can assist you in your housing search in Boston and the surrounding area. Contact the Enrollment and Retention Management Office at (617) 573-8647 for information.

The Trademark of Quality

Suffolk’s Sawyer School of Management is accredited by AACSB International—the Association to Advance Collegiate Schools of Business—the trademark of quality among business schools. Only 25 percent of the business schools in the United States have achieved this status. An added distinction, Suffolk’s Sawyer School is one of the few business schools to achieve separate AACSB accounting accreditation.

Additionally, our programs in public and health administration are accredited by the National Association of Schools of Public Affairs and Administration (NASPAA)—the premier accrediting body of public administration programs.

Suffolk’s Sawyer School of Management is also pleased to announce the distinction of being included in Princeton Review’s The Best Business Schools – 2005.
Convenience and Flexibility

Suffolk University understands your needs for convenience and flexibility. Our graduate courses are offered at times that best fit your busy schedule. Most classes meet weekday evenings, and many students take two classes back-to-back in one evening. We offer full- and part-time programs; day, evening, and Saturday classes. The Suffolk MBA is also offered in an intense online format.

Accelerated Programs

You may be able to complete your graduate degree in less time than you think. Most of our graduate programs have core course waiver options. In many programs you may waive core courses if you have completed equivalent coursework at the undergraduate or graduate level, thus shortening the length of your program.

In addition to our main downtown Boston campus, Suffolk offers classes at off-site locations in North Andover, MA, at Merrimack College; West Barnstable, MA, at Cape Cod Community College; and in Franklin, MA, at Dean College.

Many programs allow students to begin their studies in the fall, spring, or summer.

DEGREE OPTIONS

Suffolk University offers a range of graduate degrees in business and public management, including:

- MBA
- Global MBA
- Executive MBA
- MBA Online
- Master of Public Administration
- Master of Health Administration
- Master of Science in Accounting
- Master of Science in Finance
- Master of Science in Financial Services and Banking
- Master of Science in Taxation

JOINT DEGREE OPTIONS

- MBA/MSA
- MBA/MST
- MBA/MSF
- MPA/MS
- JD/MBA
- JD/MPA
- JD/MSF
Faculty

Our faculty will involve you, challenge you, and support you. Good teaching is a high priority at Suffolk’s Sawyer School of Management.

Sawyer School faculty meld academic theory and leadership skills with real-world situations, providing students with the relevant knowledge they will need to succeed in today’s business environment.

Faculty research enhances student learning. Many faculty are top-notch researchers—known nationally and internationally in their fields of research. Many faculty have had successful full-time business careers or currently work as consultants outside academia. Students praise the accessibility of the faculty as they seek guidance and career mentoring.

Managing public agencies is rewarding work, but it’s a complex arena. It’s difficult to understand the realities unless you’ve been there. Ruth Ann Bramson has been there. “I’m passionate about sharing stories. My experience as a manager in local government and as a consultant gives me real-world stories to share with my students. It makes it possible for me to illustrate theories in the classroom.”

Ruth Ann is most interested in helping public managers to look beyond policy and learn to engage and empower people to participate in democracy.

“It’s vital for today’s public managers to be able to engage disenfranchised citizens, other agencies, and private businesses—we now live in such an interconnected world.”

Ruth Ann Bramson
ASSISTANT PROFESSOR OF PUBLIC MANAGEMENT
Morris McInnes specializes in the study of financial planning and budgetary control systems design in large corporate organizations, and the relationship between corporate and social responsibility and economic performance. As a global business executive, he has bought and sold companies and raised capital in London, New York, and the Middle East.

"It's our responsibility to educate tomorrow's accounting leaders, so we don't see a repeat of the Enron collapse and similar corporate scandals.”

Morris McInnes
PROFESSOR AND CHAIR OF ACCOUNTING

Regina O'Neill is excited about teaching this fall. She will offer the MBA Experiential, a hands-on behavioral simulation that will run in teams of 10 students. It is the first course all MBA students take as they enter the program. In it, students assume the roles of senior managers for the fictional Foodcorp International Corporation and run the company for a day.

“One of the biggest mistakes people make in business is to underestimate the value of relationships. This course is a very powerful tool by which students quickly learn about business, about each other, and about themselves.”

Regina O'Neill
ASSOCIATE PROFESSOR OF MANAGEMENT

FULL-TIME FACULTY

ACCOUNTING
James Angelini, PhD, University of Houston
Russ Feenman, PhD, University of Cincinnati
John Hopp, PhD, University of Wisconsin
Ran Hoitash, PhD, Rutgers University
John Li, PhD, Washington University, St. Louis
Donald May, MST, Bentley College
Ruth Ann McEwen, PhD, Georgia Institute of Technology
Morris McInnes, DBA, Harvard University
Tracy Noga, PhD, Texas Tech University
Laurie Pant, DBA, Boston University
Mawududor Rahman, PhD, Manchester University, England
Gail Sargentian, PhD, University of Connecticut
Lewis Shaw, PhD, Durham University, England
Tom Whalen, MBA, Northeastern University

BUSINESS LAW
Mark Blodgett, JD, St. Louis University
Anthony Evans, JD, Suffolk University
John McCoy, JD, Suffolk University
David Silverstein, JD, Cornell University

FINANCE
Hosik Akdogan, PhD, City University of New York
Christopher Argyropole, SM, MIT
Lin Gao, PhD, Boston College
Ki Hae, PhD, Michigan State University
Stephen Kane, PhD, Ohio State University
Shahriar Khaksari, PhD, St. Louis University
Martin K. Konan, PhD, Boston College
Gregory Markham, MBA, Suffolk University
Robyn McLaughlin, PhD, MIT
Mark Muzere, PhD, Northwestern University; Washington University
H. Thomas O'Hara, PhD, Clark University
Alexandros Prezas, PhD, Northeastern University

INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT
W. Warren Briggs, PhD, MIT
Patricia Carlson, PhD, University of Minnesota
Adeen Ak Dedhe, PhD, University of Kaiserlautern, Germany
Jonathan Frank, PhD, University of Strathclyde, Scotland
Kuo-Ting Hung, PhD, University of Michigan
Neil Hunt, MBA, Suffolk University
Beverly Kahn, PhD, University of Michigan
Denis Lee, PhD, MIT
Jalar Mina, EngD, Northeastern University
Chris Yen, PhD, Louisiana State University

MANAGEMENT
Michael Arthur, PhD, Cranfield School of Management, England
Michael Behnaou, PhD, Goethe University, Germany
Robert Doffillipps, PhD, Yale University
Christian DeLeunay, PhD, University of South Carolina
Pierre DuJardin, DBA, Harvard University
Collette Dumas, PhD, The Fielding Institute
C. Gopinath, PhD, University of Massachusetts
Kevin Krauss, MBA, Rutgers University
Laurie Lovecchio, PhD, Carnegie Mellon University
Tommy MacLean, PhD, Boston College
Charles Mamula, PhD, University of Wales, UK
Tatiana Manolou, MBA, University of Tampa
A Magid Mazen, PhD, Purdue University
Teresa Nelson, PhD, University of Illinois (Urbana-Champaign)
Regina O'Neill, PhD, University of Michigan
Surya Omstein, PhD, Ohio State University
Daniel Sankowski, PhD, University of California at Berkeley
Charles Shelly, PhD, University of Massachusetts
Alberto Zanzi, PhD, University of Southern California

MARKETING
Nizar Setnini Aydin, PhD, University of Michigan
Michael L. Barreti, MBA, Suffolk University
Daniel Ladd, PhD, University of South Florida
Catherine McCabe, PhD, University of Kentucky
Sungmin Ryu, PhD, Baruch College
Nancy Upton, PhD, Harvard University
Meera Venkatraman, PhD, University of Pittsburgh
David Wheeler, PhD, Texas Tech University
Elizabeth Wilson, PhD, Pennsylvania State University

PUBLIC MANAGEMENT
Richard Beinecke, DPA, George Washington University
Ruth Ann Bramson, PhD, Union Institute
Clarence Cooper, MPA, Harvard University
Eric Forrest, ScD, Harvard University
Jerry Giansakos, PhD, Florida State University
Richard Gregg, MBA, New York University
Michael Lavin, PhD, Tufts University
Sandy Matava, MPA, Suffolk University
John Nucci, MPA, Suffolk University
Douglas Snow, PhD, Northern Illinois University
Lauren Williams, EDM, Case Western Reserve University

REGINA O'NEILL
ASSOCIATE PROFESSOR OF MANAGEMENT
Fellowships and Scholarships

Suffolk University's Sawyer School of Management offers a wide range of merit-based graduate awards to full- and part-time students, both domestic and international. These awards can cover up to the full cost of tuition. In addition to the merit-based fellowships, Suffolk University offers a variety of loan and work-study programs to help students finance their education. For more information about financial assistance, see the Admissions and Financial Aid sections of this booklet or contact the Office of Financial Aid at (617) 573-8470.

As a marketing professional for Toyota Motor Corporation in her native country, Morocco, Asmaa Quorrich enjoyed working with international customers. She speaks Arabic, English, French and Japanese. So when she won a Fulbright grant to study in the United States, her first choice was Boston. "It's more like Europe than other US cities. At Suffolk I sat in class with people from Korea, Japan, and India. Most of my professors had experience in other countries."

"Diversity in the classroom is very important. It was a real plus to work with international students and professors at Suffolk."

Asmaa Quorrich, MBA '03
ASSISTANT BRAND MANAGER
PROCTER & GAMBLE, MOROCCO
Placement and Alumni Success

Our professionally trained staff provides personalized career counseling and extensive job resources to help students prepare for and succeed in their job searches. In addition, Suffolk’s Alumni Career Advisory Network, a listing of more than 500 alumni who have volunteered to act as career advisors, is an invaluable networking resource for students seeking employment.

The best measure of a successful graduate management program may be the success of its graduates. Ninety-five percent of Sawyer School’s recent graduates are working full-time at salaries that are competitive with the national average. Suffolk alumni are business leaders in a wide range of corporations, small businesses, nonprofit organizations, public service institutions, and government agencies.

Eugene Lee grew up in the restaurant business. He successfully ran multiple restaurants but found he needed to understand the industry as a whole and decided he needed an MBA. Since he couldn’t take time out to study full-time, Lee chose Suffolk’s Saturday-only Executive MBA—the only program that allowed him to keep working full time. For him, the situation was ideal.

Lee’s investment in his education paid off immediately. Less than a year after he graduated, he landed the job of executive vice president of operations for the Bugaboo Creek Steak House division of RARE Hospitality, the Atlanta-based company whose concepts also include LongHorn Steakhouse and the Capital Grille. A year later, he was promoted to COO of RARE, and in 2001, he was elected president.

"Everything I learned I could tie back to real life. My education was real. There was no theoretical. Those two years taught me more than anything in my career...and gave me a valuable advantage over everyone I was competing with."

Eugene Lee, EMBA ‘96
PRESIDENT AND COO
RARE HOSPITALITY INTERNATIONAL

Ken Stone came to Suffolk as a mid-career professional with decades of experience in the financial and tax field. He credits Suffolk’s “outstanding faculty” with making his graduate program the best it could be. “The professors were practicing CPAs, tax attorneys, and IRS managers who knew their topics very well and brought real-world experience to the classroom."

"Suffolk’s MST program without qualification added significantly to my professional skill set in multistate, international, and mergers-and-acquisitions taxation; and my elective courses in entrepreneurship have been invaluable in developing my entrepreneurial thinking and behavior; as these traits often run counter to large corporate practices and metrics. I feel I have received a very high professional ROI for the time and energy I put into the MST program at Suffolk."

Kenneth M. Stone, MST ‘97
EXECUTIVE VP, CFO, & TREASURER
VISIBILITY CORPORATION
Career Opportunities

Take advantage of the personalized career counseling and extensive job resources available to Sawyer School students and alumni. Meet with our professionally trained staff and tap into Suffolk's Alumni Career Advisory Network, a resource of more than 500 alumni who are prepared to advise you on career strategies and opportunities.

Suffolk's Career Services Office provides workshops in networking, resume writing, interview skills, and salary negotiations. Their executive speakers series offers excellent networking opportunities.

Marty Meehan led the nine-year bipartisan fight for campaign finance reform in Congress. He is also known for his dedicated efforts to keep tobacco away from kids. He has been a key player in promoting Massachusetts' economic development. "The MPA program was invaluable—I learned critical public management skills, like zero-based budgeting, time management, and how to identify and achieve goals and objectives... and many of my professors were leaders in state government."

"I knew that if I wanted a seat at the political table in Massachusetts, Suffolk was the place to be."

Marty Meehan, MPA '81, JD '86, HDL '97 (HON.)
REPRESENTATIVE (D-MA), US CONGRESS
Candice Caines knows as a professional in the ever-changing field of accounting that "one has to be on the cutting edge of what's going on in the world." Her Suffolk MBA, she says, has prepared her to analyze and discuss such issues as mutual funds industry scandals and Sarbanes Oxley requirements and to help her organization make the necessary changes to comply with new regulations.

"Suffolk helped me to realize the many opportunities an MBA could bring. After consulting with various professors, I chose accounting as my concentration and never looked back. It was the best choice for me."

Candice Caines, CPA, MBA '01
SENIOR AUDITOR
ONEBEACON INSURANCE GROUP

Robert Mudge is a 20-year veteran of the dynamic telecommunications industry. He began at the telephone company as a field supervisor and worked his way up the ranks, from New England Telephone to Bell Atlantic to Verizon.

"Because of the mix of full-time and part-time students at Suffolk, I was exposed to a lot of working professionals. I learned so much from them because the program focused on problem solving, case studies and experience sharing."

Robert Mudge, MBA '83
NEW ENGLAND REGION PRESIDENT
VERIZON
# MBA

## Which MBA Program Is Right for You?

People seek an MBA for different reasons, at many different points in their careers, and with particular professional goals in mind. Suffolk University offers five distinct MBA program options, each accredited by AACSB International. Use the chart below to help determine which program fits your specific needs.

<table>
<thead>
<tr>
<th>Full-Time MBA</th>
<th>Part-Time MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entry Points</strong></td>
<td>September and January</td>
</tr>
<tr>
<td><strong>Preferred min. work experience:</strong></td>
<td>1 year (average 3 years)</td>
</tr>
<tr>
<td><strong>Applicant’s Experience</strong></td>
<td>Applicant is successful at department level and/or in a functional area.</td>
</tr>
<tr>
<td></td>
<td>Applicant wants to explore career options different from current functional area or industry or advance in current industry.</td>
</tr>
<tr>
<td><strong>Program Emphasis</strong></td>
<td>Solid foundation in business core competencies</td>
</tr>
<tr>
<td></td>
<td>Deep knowledge of functional areas via electives</td>
</tr>
<tr>
<td></td>
<td>11 concentrations available</td>
</tr>
<tr>
<td><strong>Program Structure</strong></td>
<td>10-16 months (Full-time) 10-18 courses 31-55 credits</td>
</tr>
<tr>
<td></td>
<td>Optional one-week overseas seminars</td>
</tr>
<tr>
<td></td>
<td>Professional development workshops and networking events</td>
</tr>
<tr>
<td></td>
<td>Possible internships in Boston area 90%-100% classroom experience; option to take two online courses</td>
</tr>
<tr>
<td><strong>Highlights</strong></td>
<td>Includes highly interactive global business simulation and required Managing in the Global Environment course. Eight electives promote customization to meet your career goals. Accelerated programs for attorneys, CPAs, and prior business majors. Flexible scheduling.</td>
</tr>
<tr>
<td><strong>Locations</strong></td>
<td>Boston, Cape Cod, Franklin, and North Andover by blending with Boston or Online.</td>
</tr>
</tbody>
</table>
Executive MBA (Saturday-only)
(curriculum effective through 2004)

<table>
<thead>
<tr>
<th>October and March</th>
<th>September</th>
<th>September, January, and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum work experience: 5 years (average 12 years)</td>
<td>Preferred min. work experience: 3 years (average 5 years)</td>
<td>Preferred min. work experience: 3 years (average 7 years)</td>
</tr>
<tr>
<td>Applicant manages a department or equivalent.</td>
<td>Applicant has experience in multinational business and/or has particular interest in global business; is successful at departmental level and/or in a functional area; and/or manages a department or equivalent.</td>
<td>Applicant is successful at department level and/or in a functional area; and/or manages a department or equivalent.</td>
</tr>
<tr>
<td>Applicant wants to assume leadership role at business unit level or across business units.</td>
<td>Applicant wants to assume leadership/management role in international business.</td>
<td>Career/personal life precludes weekly commute to campus.</td>
</tr>
<tr>
<td>Applicant wants to explore career options different from current functional area or industry, or advance in current industry.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-functional strategic skill set needed by today's global leaders</td>
<td>Solid foundation in globally focused business core competencies</td>
<td>Solid foundation in business core competencies</td>
</tr>
<tr>
<td>Practical expertise and strategic vision developed in electives</td>
<td>In-depth knowledge of either International Finance or International Marketing</td>
<td>Deep knowledge of functional area via electives</td>
</tr>
<tr>
<td></td>
<td>Practical experience in global business organization</td>
<td>Concentrations available in accounting, finance, information technology, and marketing</td>
</tr>
</tbody>
</table>

Global MBA
(Full-Time or Part-Time)

<table>
<thead>
<tr>
<th>15-24 months (Saturday/cohort structure)</th>
<th>15 months (Full-time/cohort structure)</th>
<th>Full-time or Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-17 courses</td>
<td>28 months (Part-time/cohort structure)</td>
<td>10-18 courses</td>
</tr>
<tr>
<td>30-51 credits</td>
<td>53.5-56.5 credits</td>
<td>31-55 credits</td>
</tr>
<tr>
<td>Optional one-week overseas seminar</td>
<td>Required off-campus orientation, one-to-two-week international seminar and professional experiential in global business (3-month internship or research project)</td>
<td>Optional one-week overseas seminars</td>
</tr>
<tr>
<td>Required Washington Campus course</td>
<td>Professional development workshops and cultural activities</td>
<td>Threaded discussions, live chats, audio and optional video. Entire program may be completed online; no residency required</td>
</tr>
<tr>
<td>Networking events</td>
<td>75% classroom experience; option to take two online elective courses</td>
<td>100% online; option to take four on-campus courses, 24/7 technical support</td>
</tr>
<tr>
<td>75%-100% classroom experience; option to take two online elective courses</td>
<td>75% classroom experience; 25% international study/work experiences</td>
<td></td>
</tr>
</tbody>
</table>

MBA Online
(Full-Time or Part-Time)

<table>
<thead>
<tr>
<th>15 months /Full-time/cohort structure</th>
<th>15 months /Full-time/cohort structure</th>
<th>Full-time or Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a cohort, students are immersed in global business from day one, learning how economics, culture, politics, and geography affect the global business environment. The Global MBA culminates in real professional experience in a global business environment. Program admission is highly-selective and competitive. Optional language training.</td>
<td>As close as your Internet connection anywhere in the world</td>
<td>Listed among US News and World Report's Best Accredited Online Programs. All courses taught by Suffolk faculty. Form worldwide networks with classmates in virtual classrooms. Accelerated programs for attorneys, CPAs, and prior business majors. New England's 1st Online MBA.</td>
</tr>
<tr>
<td>Coursework in Boston (all in-class components)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday only schedule provides fast-track and challenging format without interrupting your career. Cohort structure capitalizes on networking. Washington, DC course highlights business &amp; public policy. Accelerated programs for attorneys, CPAs, and prior business majors. Required Managing in the Global Environment course.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In today's competitive global business environment, the Suffolk MBA gives you the skills you need to excel in your career field of choice. You'll develop the knowledge base, leadership, teamwork skills, and real-world experience needed to manage in today's global economy.

The Suffolk MBA is a 10- to 18-course program that includes eight electives. You may choose from nearly 100 electives and 11 specializations as you tailor your program of study to your career goals. And you may choose from a variety of joint degrees and specialized MBA programs.

With an average class size of 26, you'll interact with your professors and your fellow students, developing a network that will be invaluable to your professional development. Many schools offer an MBA, but few provide such a high degree of choice, flexibility, quality, and personal attention as the Suffolk MBA.

Program Highlights

GLOBAL OPPORTUNITIES

All Suffolk MBA programs recognize the prevalence of global business issues not only for those working in a multinationally focused company but also for those who work with a diverse employee or client base. As a new MBA student, you'll participate in the 1-credit MBA Experiential business simulation, role-playing critical decision-makers in a global company. In Managing in the Global Environment, you'll learn how to assess global trends and forge global strategies. Like many full- and part-time students, you might select a one-week overseas seminar as one of your electives. MBAs have recently traveled to Belgium, Chile, China, England, France, India, Ireland, Italy, and Turkey. The Sawyer School of Management is home to the Edward F. McDonnell International Business Institute, which supports these global initiatives. Students may also choose an international business specialization.

SCHEDULING FLEXIBILITY AND CONVENIENCE

Full-time, part-time—the choice is yours. Attend classes at our main Boston campus or take classes at our off-site locations in Franklin, North Andover, or West Barnstable, Massachusetts. Supplement your campus courses with online courses; accelerate your program of study by taking courses in summer sessions. Take classes in the day or evening. Part-time students like the flexibility of taking two classes in one evening at our Boston campus—what we call the "back-to-back option." Full-time students benefit from taking their electives in the evenings—gaining a real-world perspective of best-practices as they interact with part-time students employed in the Boston area. Also, many full-time students pursue a co-op or internship experience.
CORE COURSE WAIVER OPTION
If you have a strong undergraduate preparation in business, you might be able to waive the eight core courses in the Suffolk MBA. You may waive core courses MBA 610 through MBA 680 by having successfully completed equivalent coursework at the undergraduate or graduate level, in the past seven years, with a grade of B or better.

Immediately upon admission to the MBA program, we’ll evaluate your waiver eligibility and develop your individualized Program of Study. You may petition for a further review of waiver eligibility before or during your first semester. You will receive credit for each course waived, thereby reducing the total number of courses and credits needed to complete the Suffolk MBA. This waiver policy applies across all MBA programs except the Global MBA. All students must, however, complete a minimum of 31 credits (10 courses and MBA 600) in the Sawyer School of Management.

THE MBA EDGE PROGRAM
Employers will tell you the MBA degree is the minimum requirement to move ahead in today’s competitive business environment. What will give you the competitive edge as you look for a new job or a promotion? What will give you the competitive edge as you transition into a different functional area or industry? The Suffolk MBA EDGE program is the answer. You’ll learn the skill sets and job paths for particular careers as you attend informal luncheons and Q & A sessions with visiting corporate executives. For example, you might meet the CFO of an international publicly traded $140 million company or the national marketing director of a well-known financial services industry leader. You’ll learn to outclass the competition as you receive formal coaching at an Art of Networking/Executive Etiquette Power Lunch. Other EDGE sessions include The Art of Positive Interviewing, Professional Presentation Skills, and Dress for Success.

INTERNSHIPS AND CO-OPS
If you’re a full-time student, you may enhance your resume with a co-op or internship. When done for academic credit as an elective, an internship involves working approximately one day per week on a particular project in your specialization area, at a company in the Boston area. The Sawyer School has developed strong ties with major corporations, organizations, and agencies. Past employers have included Gillette, World Trade Center, World Boston, Massport, major public accounting firms, and other multinational corporations.

OFF-SITE LOCATIONS
The first and only AACSB International-accredited MBA on Cape Cod, the Suffolk MBA is offered on the campus of Cape Cod Community College in West Barnstable. Classes meet once per week in a flexible and accelerated schedule on weekday evenings and Saturdays.

The Suffolk MBA is also offered on the campus of Dean College in Franklin and on the campus of Merrimack College in North Andover. Classes at Dean and Merrimack meet once per week and are offered Monday through Thursday evenings.

MBA – Curriculum Foundation for All MBA Program Options

<table>
<thead>
<tr>
<th>Full-time: 10-16 months</th>
<th>Part-time: 16-28 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Credits: 31-55</td>
<td>Total Courses: 10-18</td>
</tr>
</tbody>
</table>

REQUIRED INTRODUCTORY BUSINESS SIMULATION (1 credit)

MBA 600 MBA Experiential

MBA CORE COURSES (24 credits/may be waived)

MBA 610 Organizational Behavior
MBA 620/625 Statistical Methods/ (1.5 credits)
MBA 630 Operations Management (1.5 credits)
MBA 670 Information Management for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

GLOBAL REQUIREMENT (3 credits)

MBA 780 Managing in the Global Environment

MBA ELECTIVES (24 credits/8 courses)

Must be chosen from courses numbered 800 and above. One must be in the international business area.

SPECIALIZATION OPTION

Four electives in one functional area comprise a specialization. Specialization areas include accounting, business law, entrepreneurship, finance, health care management, international business, marketing, organizational behavior, taxation, and a corporate financial executive track.

REQUIRED MBA CAPSTONE (3 credits)

MBA 800 Strategic Management
and Saturdays. You may complete the entire MBA on the Cape, at Dean, or at Merrimack. You have the option of blending courses across campuses and/or online to increase your course selection choices, increase the pace toward completion of your degree, complete a specialization, or achieve full-time status. As a Suffolk MBA student, you will have access to all University services and resources on the Boston campus. There is a fully staffed, full-time MBA office on the Cape and Dean campuses. The MBA office at Merrimack is conveniently staffed during class sessions. Instruction at off-sites is provided primarily by full-time Sawyer School faculty.

ADMISSION
To be considered for admission to the MBA program, you must:

• Hold a bachelor's degree from an accredited college or university
• Submit your GMAT scores (unless you hold an MD; JD from an ABA-accredited law school; have a CPA and an undergraduate GPA of at least 2.7; OR have a CPA and 10 years experience in the accounting field)
• Submit a TOEFL score if you are an international student
• Complete the application process
• A minimum of one year of full-time work experience is highly preferred for the Suffolk MBA.

Enrollment Option Prior to GMAT
If you are considering an MBA degree but are not ready to formally apply to the Suffolk MBA, you may qualify to enroll in one or two core courses through the Management Advancement Professional Studies (MAPS) program. On a selective basis, individuals with a GPA of 2.8 or higher and a minimum of three years of work experience may apply for an interview with the Dean of Graduate Programs. If accepted to the MAPS program, you may take a maximum of two MBA core courses (6 credits). Courses taken in MAPS will subsequently apply toward the Suffolk MBA degree if, after formal application, you meet the standard admission criteria and are admitted to the program. MAPS is an excellent way to determine if the MBA is really your degree of choice or to gain a head-start on your MBA degree as you prepare for the GMAT exam.

Due to INS regulations, this option is only available to US citizens and permanent residents.

MBA SPECIALIZATIONS

Customize your MBA to your career goals with specializations in:

ACCOUNTING
BUSINESS LAW
CORPORATE FINANCIAL EXECUTIVE
ENTREPRENEURSHIP
FINANCE
HEALTH ADMINISTRATION
INTERNATIONAL BUSINESS
MARKETING
NONPROFIT
ORGANIZATIONAL BEHAVIOR
TAXATION

MBA/GDPA

Total Credits: 37-61 | Total Courses: 12-20

MBA CORE COURSES (24 credits/may be waived)
See page 15 (MBA/GDPA students take ACCT 865 and BLLS 800 instead of MBA 670 and MBA 680).

MBA REQUIRED COURSES (7 credits)
(MBA 600, 780, and 800)

ACCOUNTING REQUIRED COURSES (15 credits)
ACCT 801 Grad Intermediate Accounting I
ACCT 802 Grad Intermediate Accounting II
ACCT 804 Cost Information, Decision, and Control
TAX 801 Issues in Federal Taxation
ACIB 872 International Financial Analysis and Control

ELECTIVES (15 credits/5 courses)
Two Accounting courses numbered 800 or above
Three MBA electives (not TAX and not ACCT)
MBA Program Options

MBA/GDPA (GRADUATE DIPLOMA IN ACCOUNTING)
As a Suffolk MBA student, you may choose to develop special expertise in accounting. The MBA/GDPA will prepare you to earn professional qualification for either the CPA or the CMA. With this combined degree and professional designation, you can move into a position of leadership in public accounting, industry and commerce, not-for-profit organizations, or government. You may choose to specialize in public accounting, corporate controllership, or not-for-profit controllership.

MBA/CORPORATE FINANCIAL EXECUTIVE TRACK
Choose this MBA option if you aspire to a senior leadership role in the financial organization of a business. You’ll gain the quantitative, analytical, and strategic skills necessary as a successful CFO. This program of study will give you in-depth knowledge of budget and planning, mergers and acquisitions, accounting and control, investor relations, treasury responsibilities, business strategy, MIS, profit-and-loss responsibility, re-engineering, and revenue growth.

MBA/HEALTH ADMINISTRATION
There is a great demand for managers who have expertise in the health care industry. Nonprofit and public-sector agencies need guidance in health planning and oversight, and businesses need help managing their increasing health care costs for employees. See page 18.

MBA/NONPROFIT
It is widely recognized that the nonprofit sector is a vital component of the US economy. This degree introduces you to the character, scope, and operations of the nonprofit sector. You will learn to apply the most appropriate for-profit and nonprofit management skills to the direction, governance, and growth of contemporary nonprofit organizations. See page 18.

MBA/CORPORATE FINANCIAL EXECUTIVE TRACK
Total Credits: 31-55 | Total Courses: 10-18

MBA CORE COURSES (24 credits/may be waived)
See page 15.

MBA REQUIRED COURSES (7 credits)
(MBA 600, 780, and 800)

ACCOUNTING EMPHASIS
REQUIRED COURSES (6 credits)
ISOM 815 Database Management
FNIB 825 Multinational Financial Management
OR
FINANCE EMPHASIS
REQUIRED COURSES (6 credits)
ISOM 815 Database Management
ACIB 872 Multinational Financial Analysis & Control

ELECTIVES (18 credits/6 courses)
For Accounting emphasis, choose four:
For Finance emphasis, choose two:
ACCT 810 Tax Aspects of Business Decisions
ACCT 824 Corp Financial Reporting & Analysis
ACCT 825 Corp Financial Planning & Control
ACCT 865 Technology & Financial Information Systems
ACIB 872 Multinational Financial Analysis & Control

For Accounting emphasis, choose two:
For Finance emphasis, choose four:
FIN 805 Capital Management
FIN 812 Capital Budgeting
FIN 814 Options and Futures
FIN 820 Financial Policy
FIN 880 Investment Banking
FNIB 825 Multinational Financial Management
Accelerated Programs

ACCELERATED MBA FOR ATTORNEYS

You'll improve your knowledge of business core competencies and increase your communication skills with corporate clients in the Accelerated MBA for Attorneys. Alternatively, this degree can ease your transition into a corporate position. The Accelerated MBA for Attorneys is open to graduates of ABA-approved law schools. If you are a student in your final year of law school, you may apply for provisional acceptance into the MBA program. Acceptance is conditional upon proof of satisfactory completion of the Juris Doctor (JD).

Applicants to the Accelerated MBA for Attorneys program are not required to submit GMAT scores but must submit documentation of LSAT scores. Law school graduates receive

### MBA/HEALTH ADMINISTRATION

**Total Credits: 31-55 | Total Courses: 10-18**

**MBA CORE COURSES** (24 credits/may be waived)

See page 15.

**MBA REQUIRED COURSES** (7 credits)

(MBA 600, 780, and 800)

**ELECTIVES** (24 credits)

One MBA Elective

And three (3) of the following Health Administration courses

- PAD 818 Public Sector Labor/Management Relations
- PAD 821 Human Services Integration
- PAD 823 The US Health System
- PAD 824 Health Financial Management
- PAD 826 Strategic Health Systems Analysis Leadership
- PAD 835 Health and Nonprofit Marketing
- PAD 836 Health Economics

And three (3) of the following Public Policy courses

- PAD 815 Nonprofit Organizations in the Community
- PAD 825 Legal Environment of Health Care
- PAD 829 Environmental Policy and Administration
- PAD 834 Disability and Public Policy
- PAD 838 Ethics in Management
- PAD 839 Leadership in Decision-Making
- PAD 840 Comparative Public Policy

And any one (1) additional 800-level PAD course

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### MBA/NONPROFIT

**Total Credits: 31-55 | Total Courses: 10-18**

**MBA CORE COURSES** (24 credits/may be waived)

See page 15.

**MBA REQUIRED COURSES** (7 credits)

(MBA 600, 780, and 800)

**NONPROFIT REQUIRED COURSES** (12 credits)

Choose four of the following courses:

- PAD 815 Nonprofit Organizations in the Community
- PAD 835 Health and Nonprofit Marketing
- PAD 839 Leadership and Decision-Making
- PAD 845 The Entrepreneurial Nonprofit
- PAD 847 Nonprofit Financial Management OR ACCT 871 Not-for-Profit Accounting & Control
- PAD 849 Revenue Strategies for Nonprofit Organizations

**ELECTIVES** (12 credits)

One MBA elective in the international business area, and choose three of the following courses; at least one must be non-PAD.

- BLLS 870 Alternative Dispute Resolution
- ISOM 810 Management of Information Technologies
- ISOM 824 E-Commerce Applications Development
- FIN 810 Investment Analysis
- FIN 831 Portfolio Management
- MKT 814 Strategic Marketing
- MGOB 860 Leadership and Team Building
- MGSM 833 Strategic Management of Technology and Innovation
- PAD 716 Public Service Human Resource Management OR MGOB 825 Human Resource Management
- PAD 818 Public Sector Labor/Management Relations
- PAD 819 Grants-in-Aid and Grants Management
- PAD 821 Human Services Integration
- PAD 822 Management Information Systems
- PAD 823 The US Health System
- PAD 824 Health Financial Management
- PAD 830 Public Liaison Strategies
- PAD 839 Leadership and Decision-Making
- PAD 840 Comparative Public Policy
- PAD 848 Nonprofit Law and Ethics
advanced placement credits based on their previous law school coursework, shortening the MBA by five courses. You may complete this accelerated program on either a full-time or a part-time basis. Students who have completed prior undergraduate- or graduate-level business school coursework may also be eligible to substitute additional MBA electives for core courses.

**ACCELERATED MBA FOR CPAS**

In a strategic alliance with the Massachusetts Society of Certified Public Accountants, the Sawyer School of Management offers an accelerated MBA program for CPAs. The GMAT entry exam is waived for those with a 2.7 undergraduate GPA who have passed the CPA exam and demonstrated professional competence. Alternatively, the GMAT is waived for CPAs with at least 10 years of work experience in the field. CPAs automatically waive two core courses. Additionally, MSCPA members may receive credit for one MBA elective through their professional CPEs. Enhance your management skills and increase your strategic value to your clients and organization with Suffolk's Accelerated MBA for CPAs.

**ACCELERATED MBA FOR ASQ MEMBERS**

The Sawyer School of Management, in collaboration with the American Society for Quality-Boston Chapter, offers an Accelerated MBA for ASQ members. With the Suffolk MBA, professionals working in quality can increase their managerial skills and add strategic value to their organization. Qualified ASQ members from any of the organization's national or international chapters can complete this MBA in 31 to 49 credits or the equivalent of 10 to 16 three-credit courses.

**ACCELERATED MBA FOR MUSIC MANAGEMENT MAJORS WITH THE BERKLEE COLLEGE OF MUSIC**

Suffolk's Accelerated MBA for Music Management Majors is offered in collaboration with the Berklee College of Music in Boston. Students with appropriate credentials may be able to waive 15 credits of core courses and thus shorten their program by five courses.

**ACCELERATED MBA FOR ATTORNEYS**

<table>
<thead>
<tr>
<th>Total Credits: 31-40</th>
<th>Total Courses: 10-13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MBA CORE COURSES</strong> (21 credits/may be waived)</td>
<td>See page 15.</td>
</tr>
<tr>
<td>Attorneys automatically waive MBA 680.</td>
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</tr>
<tr>
<td><strong>MBA REQUIRED COURSES</strong> (7 credits)</td>
<td>(MBA 600, 780, and 800)</td>
</tr>
<tr>
<td><strong>ELECTIVES</strong> (12 credits)</td>
<td>Attorneys must complete four electives; one must be in the international business area.</td>
</tr>
</tbody>
</table>

**ACCELERATED MBA FOR CPAS**

<table>
<thead>
<tr>
<th>Total Credits: 31-49</th>
<th>Total Courses: 10-16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MBA CORE COURSES</strong> (18 credits/may be waived)</td>
<td>See page 15.</td>
</tr>
<tr>
<td>MBA 640 is automatically waived.</td>
<td></td>
</tr>
<tr>
<td>MBA 680 is automatically waived.</td>
<td></td>
</tr>
<tr>
<td><strong>MBA REQUIRED COURSES</strong> (7 credits)</td>
<td>(MBA 600, 780, and 800)</td>
</tr>
<tr>
<td><strong>ELECTIVES</strong> (21-24 credits)</td>
<td>MSCPA members may receive transfer credit for one elective with 70 hours of appropriate CPEs taken in the two years prior to entering the MBA. Alternatively, the CPEs may also be accumulated while in the MBA program.</td>
</tr>
</tbody>
</table>
Joint Degree Programs

JD/MBA
Please see the Joint Degrees section of this catalog, page 45.

MBA/MSA
Total Credits: 43-76
Total Courses: 14-25
The MBA/MSA requires four to seven additional courses beyond the MBA curriculum. The degree is designed for students who want to develop a general management perspective while simultaneously developing expertise in the preparation, presentation, and interpretation of accounting information. Students will learn to apply methods of accounting and financial analysis to management problems. Beyond technical knowledge, this program will help you to establish a framework for career-long development. Graduates of this program are expected to become professionally qualified with either the CPA or the CMA. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

MBA/MSF
Total Credits: 52-76
Total Courses: 17-25
In today's increasingly competitive and global business environment, the ability to make effective management-level decisions often requires a financial analysis of the issues. The MBA/MSF program will provide you with a broad-based managerial education and specialized expertise in the field of finance. The MBA/MSF degree can be completed with seven additional courses beyond the MBA degree. Because of current INS regulations, this program is available only to US citizens and permanent residents. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

MBA/MST
Total Credits: 43-76
Total Courses: 14-25
The MBA/MST requires four to seven additional courses beyond the MBA curriculum. This degree will help you to develop a deep expertise in taxation and a sound grasp of general management theories and practices. You'll be prepared for a high-level career in tax consulting and advising, most particularly in a corporate or trust context. Students who already have a CPA or who are preparing to become professionally qualified are likely to find this an especially attractive joint degree program option. Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

Certificate Programs

ADVANCED PROFESSIONAL CERTIFICATE (APC)
Total Credits: 15
Total Courses: 5
This postgraduate program provides an efficient, cost-effective way to update your knowledge and acquire specific professional competencies. It is designed for MBA graduates who want to build on their expertise and become more competitive in the changing business environment. APC students take five electives as either full- or part-time students and may choose from nearly 100 electives. To be reviewed for admission to the APC program, you must hold both a bachelor's and MBA degree from an accredited college or university and complete the application process.

MBA CONTACT:
Lillian Hallberg, Assistant Dean of Graduate Programs and Director of MBA Programs
(617) 573-8306
mba@suffolk.edu
Global MBA

The Global MBA is a distinctive, intensive MBA program in international business, offered both full-time and part-time. The curriculum is fully integrated and cutting edge; it blends rigorous, globally focused coursework with practical international study and work experiences.

With the Global MBA, you gain the broad, fundamental knowledge of international business you need to lead, compete, and succeed in global business.

Global MBA Highlights

- Full-time and part-time programs offered
- Innovative curriculum with global business focus in all courses
- Required international study and work experiences, including international seminars and a 3-month professional internship (full-time) or global business research project (part-time)
- Focus in either international finance or international marketing
- Extracurricular professional development and multicultural activities
- Optional foreign language training
- Small class size and cohort structure
- Books and course materials included in tuition

Global MBA Curriculum

The Global MBA program begins with an off-campus introductory course designed to acquaint you with fundamental global business issues. Then you plunge right into the rigorous curriculum, learning about world business both inside and outside the classroom. Global issues are woven throughout every aspect of the curriculum, providing you with a solid knowledge base in key functional areas of business while continuously challenging you to apply this knowledge across cultures.

Once your core coursework is completed, the emphasis of the curriculum changes to in-depth study in your choice of International Finance or International Marketing.

- In the International Finance track, you become an expert in the field of global finance by examining global issues that impact financial markets, instruments, and institutions. You explore differences in financial reporting practices among nations and analyze the financial feasibility and risks of capital acquisition and allocation projects in multinational corporations.

- In the International Marketing track, you take a closer look at topics in international product development and brand management, explore more product management issues, and delve into the complexities of cross-cultural consumer behavior and their impact on marketing communications.
GLOBAL MBA FULL-TIME PROGRAM
15 months | 56.5 Total Credits

FALL SEMESTER 2004

GMBA 600 Introduction to Global Business (2 credits)

All full-time Global MBA students are required to participate in a one-week, off-campus retreat, designed to introduce students to global business education, leadership, ethics, teambuilding, cross-cultural challenges, and career planning.

CORE COURSES (15 total credits; most are half-semester courses)
- GMBA 602 Corporate Financial Reporting
- GMBA 604 Cost Information for Decisions and Control
- GMBA 610 Financial Management I
- GMBA 620 Multifaceted Global Environment
- GMBA 630 Fundamentals of Information Systems Management
- GMBA 640 Marketing Fundamentals for the Global Market
- GMBA 650 Competitive Advantage Through People
- GMBA 652 Negotiating Across Cultures
- GMBA 682 Data Analysis and Research

SPRING SEMESTER 2005

CORE COURSES (13.5 total credits; most are half-semester courses)
- GMBA 606 Taxation in an International Context
- GMBA 612 Financial Management II
- GMBA 622 Leading in the Global Environment
- GMBA 632 Managing Information Systems for Global Competition
- GMBA 642 Multilateral Marketing
- GMBA 660 Managing Global Operations
- GMBA 670 Competing Through Strategy

ELECTIVES' (12 total credits; most are half semester courses)

Students choose six to eight courses from the International Finance Track OR International Marketing Track.

(See electives chart, next page.)

SUMMER SEMESTER 2005

CORE COURSE (3 credits)
- GMBA 624 Managing Global Strategies

ELECTIVES' (12 total credits; most are half semester courses)

Students choose six to eight courses from the International Finance Track OR International Marketing Track.

(See electives chart, next page.)

FALL SEMESTER 2005

GMBA 800 Global Internship (5 credits)

Supervised by faculty advisors, students earn credits as they work full-time outside their home country for three months, putting their newly acquired global business knowledge to the test in a real-world global business setting.

GMBA 850 Capstone Seminar (1.5 credits)

Following their global internships, Global MBA students return to Boston for a two-week Capstone Seminar, during which they complete a comprehensive research project that builds on shared learning from their global experiences.

GMBA 700 International Seminar (3 credits)

All Global MBA students must complete a one-to-two-week international seminar abroad, during which students are immersed in the host country's culture, where they gain perspective on regional business, economic, cultural, and political issues. Students choose between trips offered over Winter Break or Spring Break to complete this required course.

' Students must choose either the International Finance Track OR International Marketing Track (see electives chart).

Schedule is subject to change without notice.
### Global MBA Electives

**International Finance Track**
- **GFIN 750** Financial Statement Analysis in a Multinational Context
- **GFIN 752** Multinational Financial Management
- **GFIN 754** Derivatives for the Corporate Manager
- **GFIN 756** Global Investment Analysis and Portfolio Management
- **GFIN 758** Global Portfolio Management
- **GFIN 760** Global Financial Services Industry and Capital Markets
- **GFIN 762** Risk Management for Global Financial Services
- **GFIN 764** Investment Banking: A Global Perspective
- **GFIN 766** Global Capital Budgeting
- **GFIN 768** Valuation in a Global Environment

**International Marketing Track**
- **GMKT 710** Management of Traded Goods (Export/Import Management)
- **GMKT 712** Marketing Research for the Global Manager
- **GMKT 714** Developing and Managing Brands for Global Markets
- **GMKT 716** Global Outsourcing and Logistics
- **GMKT 718** Marketing Communications in Global Markets
- **GMKT 720** Managing Channels Globally
- **GMKT 722** Global Consumer Culture: The Highs and the Lows
- **GMKT 724** Global Price Management
- **GMKT 726** Global Services Marketing and Management

**Other Electives**
- **GMBA 780** Doing Business in Asia and Europe
- **GMBA 782** Technology, Innovation, and International Competitiveness

*Courses are subject to change without notice.*

## Global MBA International Experiences

How can you understand global business if you don't experience it firsthand?

Key components of the Global MBA are its unique international experiences. The Global MBA program provides you bona fide global experiences and real knowledge of how cultural differences impact global business—knowledge that can't be replicated in a classroom.

By the time you complete the program, you will have participated in a one-to-two-week international seminar, and you will have completed either a three-month global internship in a business located outside your home country or a global business research project concerning a real international business issue, either with your existing company or with one of our corporate partners.

**Full-Time Global MBA Program**

The full-time Global MBA program takes 15 months to complete, including 12 months of academic coursework and a three-month, full-time professional internship. The schedule includes daytime and evening classes.
# Global MBA

## GLOBAL MBA PART-TIME PROGRAM

28 months | 53.5 Total Credits

### TOTAL CREDITS PER SEMESTER

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<td>7 total credits</td>
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### ACADEMIC COURSEWORK

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<thead>
<tr>
<th>FALL TERM 1 (7 weeks)</th>
<th>FALL TERM 2 (7 weeks)</th>
<th>FALL TERM 1 (7 weeks)</th>
<th>FALL TERM 2 (7 weeks)</th>
<th>FALL TERM 1 (7 weeks)</th>
<th>FALL TERM 2 (7 weeks)</th>
<th>FALL TERM 1 (7 weeks)</th>
<th>FALL TERM 2 (7 weeks)</th>
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<tbody>
<tr>
<td>GMBA 620 Multifaceted Global Environment</td>
<td></td>
<td>GMBA 682 Data Analysis &amp; Research</td>
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<td>GMBA 650 Competitive Advantage Through People</td>
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<td>GMBA 622 Leading in Global Environment</td>
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<td>GMBA 642 Multilateral Marketing</td>
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<td>GMBA 652 Negotiating Across Cultures</td>
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<td>GMBA 662 Managing Global Operations II</td>
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<td>GMBA 662 Managing Global Operations II</td>
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<td>GMBA 670 Competing Through Strategy</td>
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<td></td>
<td>GMBA 660 Managing Global Operations II</td>
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### Saturday Intensive

Saturday intensive courses supplement the weekday evening schedule (two Saturdays per intensive course, 8:30am to 5:30pm).

1 Saturday intensive courses supplement the weekday evening schedule (two Saturdays per intensive course, 8:30am to 5:30pm).

### Notes

1. All part-time Global MBA students are required to participate in an off-campus GMBA 600 course and at least one GMBA 700 international seminar.

2. In lieu of the Global Business Research Project, part-time Global MBA students may elect to complete the 3-month full-time global internship outside their home country (5 credits) after completing all academic coursework.

3. Students must choose either the International Finance Track or International Marketing Track (see electives chart on page 23).

4. Schedule subject to change without notice.
Global MBA

Part-Time Global MBA Program
The full-time and part-time Global MBA programs, while structurally different, offer identical curricula. Part-time Global MBA classes meet two evenings a week (6–8:50pm) for seven semesters (year-round). The part-time program also includes Saturday intensive courses staggered throughout the length of the program. Other intensive courses as well as online course options may also be offered for added flexibility.

Global MBA Admission
Full-time and part-time Global MBAs matriculate in September only. The Global MBA Admissions Committee specifically looks for applicants with talents that will add value to the classroom and whose experiences and achievements exhibit a distinct international management orientation and high potential for global leadership.

To be considered for admission to the Global MBA, you must:
• Hold a four-year US bachelor's degree from an accredited academic institution (or international equivalent)
• Submit strong GMAT scores
• Demonstrate strong academic achievement
• Have at least three years of professional work experience, preferably in an international setting
• Exhibit motivation and leadership skills and qualities, demonstrated by work experience, activities, awards, and honors
• Demonstrate an interest in international business, evidenced by academic coursework, work experience, and/or multicultural exposure
• Complete a personal interview (by invitation only)

Please note: The Global MBA application for admission can be found at www.suffolk.edu/gradadm/PDF_files/gmba_application.pdf. If submitting the general Suffolk University application contained in this brochure, Global MBA applicants must also submit Page 4 of the Global MBA application, relating to international experiences and language capability.

GLOBAL MBA CONTACT:
Jodi Baier, Associate Director, International Programs
(617) 305-1707
globalmba@suffolk.edu
EMBA
Executive MBA Program

The accelerated and highly interactive, as well as rigorous and challenging, Suffolk Executive MBA was the first Executive MBA program established in New England and the only Saturday-only program in the region. The Saturday-only schedule provides an exciting, fast-track format that will allow you to pursue your educational objectives without interrupting your career.

As you progress through the intensive program, you’ll feel stimulated, frustrated, amazed, overworked, excited, exhausted, and challenged. The interactive nature of the executive classroom distinguishes the Suffolk Executive MBA from other programs. As you begin to think outside your everyday boundaries, you will learn to develop creative strategies, take new risks, and develop your own management style. The program is designed to provide theories and tools used in cutting-edge management practice today and how to apply them directly to your business decision-making at the highest levels.

THE SCHEDULE
Classes meet on Saturdays. The program, which meets year-round, consists of four 10-week terms and one four-week term per year. Participants are in class 44 Saturdays out of the year. Executive MBAs are admitted in October and March each year. Application deadlines are August 30 for the fall term and February 15 for the spring term.

Students take two classes during each of the 10-week terms, one in the morning and a second in the afternoon. The four-week term is offered during the month of June, and students take one class during that time period.

A Typical Saturday Schedule
8-8:30am Breakfast
8:30am-12:15pm Class Session
12:15-1:15pm Lunch
1:15-5:00pm Class Session

All books and reading materials, as well as breakfast, lunch, and coffee breaks, are included in tuition.

ACCELERATED PROGRAMS
If you are an attorney, you could opt for an accelerated schedule that allows you to complete the EMBA in 15 months. If you are a CPA, a member of MSCPA, and have a 2.7 undergraduate GPA, you could complete the program in 18 months.

REQUIRED RESIDENTIAL MANAGEMENT SEMINAR
During the first term, you must attend a Residential Management Seminar, held at a local conference center.
EMBA

EXECUTIVE STUDENT PROFILE
The program is open to professionals with well-defined career objectives who have several years of experience. You and your entering class will take required courses together, fostering group interactions and a network for life. The faculty members will lead you and stimulate the exchange of ideas. This cohort format allows you to learn from your fellow students, sharing experiences from a wide range of professions. Students in the program come from varied backgrounds and include senior executives and professionals as well as entrepreneurs.

INTENSIVE SEMINARS
Executive MBA students are invited to participate in intensive one-week International Seminars offered in Europe, Asia, South America, and Africa. They are required to participate in The Washington Campus course. Both courses are among our most highly rated courses.

The International Business Seminar consists of three classes in Boston and one week abroad. You will experience first hand the challenges of doing business in a global economy by visiting organizations such as Hewlett Packard-Barcelona, Microsoft-Dublin, UPS-Milan, Pilsner Urquell, Kaucuk Chemical-Prague, Dell, IBM-France, Gillette-Buenos Aires, and Intel, San José, Costa Rica.

The Washington Campus, Business and Government: How Washington Works, is a four-day course on public policy held in Washington, DC. It is intended to demystify the policy-making process and includes meetings with members of the US Congress, key executive branch officials, lobbyists, and members of the press.

ADMISSION
To be considered for admission to the Executive MBA program, you must:
- Hold a bachelor's degree from an accredited college or university
- Have several years of professional experience beyond a bachelor's degree
- Submit your GMAT scores, unless you document that you hold a PhD, MD, JD, and/or a CPA with a 2.7 undergraduate GPA or 10 years of experience in the accounting field. Candidates with significant professional experience may be able to waive the GMAT requirement. Contact the EMBA office for guidelines.
- Interview with the Director of Executive Programs
- Complete the application process

EMBA CONTACT:
Michael L. Barretti, Director, Executive Education and Lifelong Learning
(617) 573-8660
eexecmba@suffolk.edu

EMBA*
Part-time: 15-24 months | Total Credits: 30-51 | Total Courses: 10-18

REQUIRED COURSES (9 credits/may not be waived)
EMBA 600 Management Seminar (noncredit)
EMBA 770 The Washington Campus Seminar
EMBA 780 Managing in the Global Environment
EMBA 800 Strategic Management (capstone course)

EMBA CORE COURSES (24 credits/may be waived)
EMBA 610 Organizational Behavior
EMBA 620/Statistical Methods/ (1.5 credits)
EMBA 625 Operations Management (1.5 credits)
EMBA 630 Economic Analysis for Managers
EMBA 640 Corporate Financial Reporting and Control
EMBA 650 Value-Based Financial Management
EMBA 660 Marketing: The Challenge of Managing Value
EMBA 670 Information Management for Competitive Advantage
EMBA 680 Managing in the Ethical and Legal Environment

ELECTIVES (18 credits)
Select six electives; one must be in the international area.

*Curriculum effective through Fall 2004.
Finding the time to earn your MBA in an increasingly fast-paced and demanding business world is a challenge. A growing number of professionals are finding online education an appealing option. The Suffolk MBA Online program has no residency requirement and is tailored to meet the needs of working professionals. Via the Internet, Suffolk’s MBA Online program is available to qualified candidates from any location worldwide.

US News & World Report listed Suffolk’s MBA Online among the best regionally and professionally accredited online business graduate programs. Founded in 1999, Suffolk was the first school in New England to offer an accredited, fully online MBA.

LEARNING ONLINE
Your MBA Online experience will include online lecture texts, streaming audio and video, threaded discussions, chat rooms, text chat, two-way audio chat, PowerPoint slides, whiteboard applications, email, and document sharing. You will interact with faculty and students via synchronous (real-time) and asynchronous media.

Convenience and Flexibility
• Convenient access – Course content is accessible via the Web 24 hours a day, worldwide, as close as your Internet connection.
• Faculty members are readily available via email and chat room appointments.
• All courses, including electives, can be completed over the Internet.
• You may, if you wish, complement your Suffolk MBA Online courses with campus-based courses at our main campus in Boston or at our off-site Massachusetts locations: Dean College campus in Franklin; Merrimack College campus in North Andover; and Cape Cod Community College campus in West Barnstable.
• If you do not live near a Suffolk campus, you may complement your Suffolk MBA Online courses with a maximum of six campus-based transfer credits from another AACSB-accredited MBA program near your home location.

TECHNICAL REQUIREMENTS
You must have access to the Internet and a moderate level of experience working on the Web to participate in these online courses. Minimum technical requirements include a Pentium computer, 56k PC modem, Microsoft Windows 98™, and Office 97 Professional™. However, for an optimal online experience, we highly recommend Microsoft Windows XP™ in either the Home or Professional version, Office 2000™, and a DSL/Cable internet connection. Classes that use two-way audio chat require a microphone. The Suffolk MBA Online program provides a 24/7 technical assistance Help Desk to ensure successful and efficient course delivery.

CURRICULUM
The Suffolk MBA Online program provides a career-enhancing curriculum that includes in-depth core courses to ensure a broad understanding of business core competencies. Many students customize their degree to their career goals by choosing one of four concentrations from a diverse menu of elective courses.

CONCENTRATIONS
You may complete a concentration in Accounting, Finance, Information Systems, or Marketing by completing four electives within the functional area. Alternatively, a concentration is not required. You may select your electives from a broad range of functional areas, thereby increasing the breadth of your management skills.

GLOBAL FOCUS
Whether you work in a multinational company, a company with global competitors, or a company with a diverse employee base, you understand the importance of the global economy on today’s business world. The Suffolk MBA curriculum includes MBA 780 Managing in the Global Environment, a required course that emphasizes the skills and knowledge needed to assess global trends, forge global strategies, and gain an understanding of the importance of global business issues in today’s business world. MBA 780, coupled with a required elective in the International Business area, prepares Suffolk MBAs to be competitive business leaders in today’s global environment.

MBA Online students have the option of joining campus-based MBAs in one-week international overseas seminars. Seminars include three class meetings in Boston before the week overseas and one meeting after the trip. While overseas, students make corporate visits, cultural site visits, and meet with business executives and policy makers. In 2003-04, Suffolk MBAs experienced the global business environment first hand in seminars to Benelux (Belgium, Netherlands, and Luxembourg), Chile, China, England, France, and India.

CORE COURSE WAIVER OPTION
If you have a strong undergraduate preparation in business, you may be able to complete the Suffolk MBA online in 10 courses. You may waive core courses MBA 610 through MBA
680 by having successfully completed equivalent coursework at the undergraduate or graduate level, in the past seven years, with grades of B or better.

Immediately upon admission to the Suffolk MBA Online, we will evaluate your waiver eligibility and develop your individualized Program of Study. You may petition for a further review of waiver eligibility before or during your first semester. You will receive credit for each core course waived, thereby reducing the total number of courses and credits needed to complete your MBA degree. All students must, however, complete a minimum of 31 credits (10 courses and MBA 600) in the Sawyer School of Management.

Accelerated Programs

Students may complete their MBA in an accelerated program of study in the Suffolk MBA Online Program. www.suffolk.edu/mbaonline

TRADITIONAL MBA-ACCELERATED
Within the traditional MBA format, those with a previous business-related education may be able to accelerate their program of study with core course waivers. Many students accelerate their program of study by taking advantage of our flexible scheduling. You can enroll in two courses with scheduled chat sessions on one evening. You can enroll in all of our three terms: fall, spring, and summer.

ACCELERATED MBA FOR ATTORNEYS
You will improve your knowledge of business core competencies and increase your communication skills with corporate clients in the 10- to 13-course Accelerated MBA for Attorneys. The program may be completed fully online. See page 19 for curriculum.

ACCELERATED MBA FOR CPAs
In a strategic alliance with the Massachusetts Society of Certified Public Accountants, Suffolk now offers an accelerated MBA for CPAs that can be completed fully online. This 10- to 16-course program will increase your strategic value to your clients and your organization. See page 19 for curriculum.

ACCELERATED MBA FOR ASQ
In collaboration with the American Society for Quality-Boston Chapter, Suffolk offers an Accelerated MBA for ASQ members that can be completed fully online.

ACCELERATED MBA FOR BERKLEE COLLEGE MUSIC MANAGEMENT MAJORS
Add an MBA to your Berklee credentials and increase your managerial skills. This 14-course program is available fully online and may be completed with one of four concentrations, including marketing. Students with appropriate credentials may be able to waive 15 credits of core courses and thus shorten their program by five courses.

ADMISSION
Explanation of the admission process and an online application to the Suffolk MBA Online program are available at www.suffolk.edu/mbaonline.

MBA ONLINE CONTACT
Lillian Hallberg, Assistant Dean of Graduate Programs and Director of MBA Programs
(617) 573-8306
mbaonline@suffolk.edu

MBA ONLINE
Full-time: 10-16 months | Part-time: 16-28 months
Total Credits: 31-55 | Total Courses: 10-18

REQUIRED INTRODUCTORY BUSINESS COURSE (1 credit)
MBA 600 MBA Experiential

MBA CORE COURSES (24 credits/may be waived)
MBA 610 Organizational Behavior
MBA 620/ Statistical Methods/ (1.5 credits)
MBA 625 Operations Management (1.5 credits)
MBA 630 Economic Analysis for Managers
MBA 640 Corporate Financial Reporting and Control
MBA 650 Value-Based Financial Management
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Management for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

GLOBAL REQUIREMENT (3 credits)
MBA 780 Managing in the Global Environment

MBA ELECTIVES (24 credits/8 courses)
Must be chosen from courses numbered 800 and above. One must be in the international business area.

SPECIALIZATION OPTION
Four electives in one functional area comprise a specialization. Specialization areas include accounting, finance, marketing, and information systems.

REQUIRED MBA CAPSTONE (3 credits)
MBA 800 Strategic Management
MPA
Master of Public Administration

Today's public and nonprofit institutions are reshaping themselves. As a manager with special expertise and an advanced degree, you will be in a position to lead the way. The public administration programs at Suffolk offer you a distinct advantage—a management orientation, five specialized concentrations, and a personal approach to teaching. Suffolk's MPA faculty members will work closely with you to tailor your studies to your career goals and the future of public administration.

One of the most valuable aspects of Suffolk's public administration programs is our well-established professional network. In MPA classes, not only will you learn from a faculty that includes distinguished scholars, government officials, consultants, researchers, and senior managers, but you will also learn from fellow students. Most of your classmates will be professionals working in the public sector or in private, not-for-profit organizations. The connections you will make as a student at Suffolk will be invaluable throughout your career in public service.

Established in 1973, Suffolk's MPA is one of only five in New England fully accredited by the National Association of Schools of Public Affairs and Administration. If you want a public administration degree with a strong career network and a national reputation for academic quality, Suffolk is the right choice.

SCHEDULES AND LOCATIONS
You may enroll in courses in the mornings, evenings, and on Saturdays at three convenient Massachusetts locations—Boston, Cape Cod, and North Andover.

BOSTON
Suffolk University
Monday-Thursday, 4:30pm and 7:15pm
Saturdays (morning and afternoon in five- and nine-week formats)
Contact: Johanna Beers, Program Administration
(617) 994-4273
mpa@suffolk.edu

CAPE COD
Cape Cod Community College, West Barnstable
Monday-Thursday 6:30pm, Saturdays
Contact: Gail Meyers-Lavin, Assistant Director
(508) 375-4056
capecod@suffolk.edu

NORTH ANDOVER
Merrimack College
Saturdays
Contact: Denise Casey, MPA Coordinator at Merrimack College
(617) 573-8437
mpaatmerrimack@suffolk.edu

MPA
Full-time: 16-24 months | Part-time: 36-48 months
Total Credits: 45 | Total Courses: 15

CORE COURSES (27 credits/9 courses)
PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Foundations of Public Financial Administration
PAD 714 Legal Basis of Public Management OR
PAD 825 Legal Environment of Health Care OR
PAD 848 Nonprofit Law and Ethics
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World
PAD 758 Internship (for preprofessional students) OR
PAD 759 Practicum Seminar (for in-service students)

ELECTIVES (18 credits/6 courses)
Select six courses from among PAD courses at the 800 level or higher.
WAIVER OPTION
You could waive up to five courses through a combination of transfer credits, undergraduate or graduate coursework, and/or intensive certificate programs. Regardless, you must complete a minimum of 10 courses in the Sawyer School of Management at Suffolk University.

MPA ADMISSION
To be considered for admission to the MPA program, you must:

• Hold a bachelor’s degree from an accredited college or university
• Complete the application process

Program Highlights

COMPARATIVE PUBLIC POLICY SEMINARS
Each summer, the MPA program hosts two 10-day seminars in comparative public policy—one in San Juan and Ponce, Puerto Rico, and one in Dublin and Belfast, Ireland. You may take up to two seminars for credit.

RESEARCH PROJECTS
As an MPA student, you will have the opportunity to work on faculty research projects or design one of your own. Suffolk students have conducted research on such topics as the health status of Portuguese speakers in Massachusetts; third-party hospital reimbursement; Ryan White HIV/AIDS services; and the evaluation of Medicaid mental health managed care.

MPA/Community Leadership and Public Engagement

NINE MPA COURSES

REQUIRED COURSES
(12 credits/4 courses)

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>PAD 846</td>
<td>Community and Citizen Empowerment</td>
</tr>
<tr>
<td>PAD 850</td>
<td>Alternative Dispute Resolution OR</td>
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<tr>
<td>MGOB 855</td>
<td>Conflict and Negotiation</td>
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<td>PAD 855</td>
<td>Civic Innovation and Effective Governance</td>
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<td>PAD 856</td>
<td>Group Theory and Facilitative Practice</td>
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ELECTIVES (12 credits/select four of the following courses)

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<tr>
<th>Course Code</th>
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<tr>
<td>PAD 813</td>
<td>Administrative Strategies of Local Government</td>
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<tr>
<td>PAD 815</td>
<td>Nonprofit Organizations in the Community</td>
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<tr>
<td>PAD 820</td>
<td>Governmental Decision Making</td>
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<tr>
<td>PAD 827</td>
<td>Financing State and Local Government</td>
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<tr>
<td>PAD 830</td>
<td>Public Liaison Strategies</td>
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<tr>
<td>PAD 838</td>
<td>Ethics in Management</td>
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<tr>
<td>PAD 839</td>
<td>Leadership and Decision Making</td>
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<tr>
<td>PAD 840</td>
<td>Comparative Public Policy</td>
</tr>
<tr>
<td>GVT 623</td>
<td>Political Survey Research</td>
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<tr>
<td>GVT 639</td>
<td>Community Advocacy</td>
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<td>GVT 657</td>
<td>Urban Politics and Government</td>
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<td>GVT 658</td>
<td>Politics and the Media</td>
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<td>GVT 671</td>
<td>Topics in Democracy</td>
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<td>GVT 673</td>
<td>American Political Thought</td>
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<tr>
<td>GVT 664</td>
<td>The Internet and Politics</td>
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<td>MGOB 880</td>
<td>Crisis Management</td>
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<td>MGOB 840</td>
<td>Power and Influence</td>
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With faculty approval, up to two elective courses may be selected from other departments at Suffolk University.

Suggested List:

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<tr>
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<tr>
<td>CJS 703</td>
<td>Presentation Skills</td>
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<tr>
<td>CJS 721</td>
<td>E-Community and the Digital Divide</td>
</tr>
<tr>
<td>CJS 739</td>
<td>Interpersonal and Intercultural Communication</td>
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<tr>
<td>CJS 740</td>
<td>Political Communication</td>
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<tr>
<td>CJS 757</td>
<td>Consulting</td>
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<tr>
<td>EHS 736</td>
<td>Consultation</td>
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<tr>
<td>CJS 688</td>
<td>Restorative Justice</td>
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<tr>
<td>EHS 652</td>
<td>Adult and Organizational Learning</td>
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<tr>
<td>EHS 658</td>
<td>Systems Thinking</td>
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<tr>
<td>EHS 659</td>
<td>Reflection and Dialogue</td>
</tr>
<tr>
<td>EHS 664</td>
<td>Communicating for Results</td>
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<tr>
<td>EHS 668</td>
<td>Organizational Development</td>
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</tbody>
</table>
### MPA/Health Administration

**NINE MPA COURSES**

**REQUIRED COURSES**

(12 credits/4 courses)

- PAD 823 The US Health System
- PAD 824 Health Financial Management
- PAD 825 The Legal Environment of Health Care*
- PAD 826 Strategic Health Systems Analysis Leadership
  
  **AND**

- PAD 835 Health and Nonprofit Marketing
- PAD 836 Health Economics

**ELECTIVES**

(12 credits/select four of the following courses)

- PAD 815 Nonprofit Organizations in the Community
- PAD 821 Human Services Integration
- PAD 829 Environmental Policy and Administration
- PAD 832 Disability Issues
- PAD 834 Disability and Public Policy
- PAD 835 Health and Nonprofit Marketing
- PAD 836 Health Economics
- PAD 840 Comparative Public Policy
- PAD 900 Special Topics (if related to health administration)
- PAD 910 Directed Individual Study

*This course is required for this specialization and is used to fulfill one of the nine MPA required courses.

### MPA/Nonprofit Management

**NINE MPA COURSES**

**REQUIRED COURSES**

(12 credits/4 courses)

- PAD 815 Nonprofit Organizations in the Community
- PAD 847 Nonprofit Financial Management
- PAD 845 The Entrepreneurial Nonprofit**
- PAD 848 Nonprofit Law and Ethics*
  
  **AND**

- PAD 835 Health and Nonprofit Marketing
- PAD 849 Revenue Strategies for Nonprofit Organizations

**ELECTIVES**

(12 credits/select four of the following courses)

- PAD 818 Public Sector Labor-Management Relations
- PAD 819 Grants-in-Aid and Grants Management
- PAD 821 Human Services Integration
- PAD 822 Management Information Systems
- PAD 823 The US Health System
- PAD 830 Public Liaison Strategies
- PAD 834 Disability and Public Policy
- PAD 835 Health and Nonprofit Marketing
- PAD 839 Leadership and Decision Making
- PAD 840 Comparative Public Policy
- PAD 846 Community and Citizen Empowerment
- PAD 900 Special Topics (if related to nonprofit management)
- PAD 910 Directed Individual Study

**ACCT 871** Not-for-Profit Accounting and Control may be substituted for this requirement.

### MPA/State and Local Government

**NINE MPA COURSES**

**REQUIRED COURSES**

(12 credits/4 courses)

- PAD 714 Legal Basis of Public Management*
- PAD 812 Managing State Government
- PAD 813 Administrative Strategies of Local Government
- PAD 827 Financing State and Local Government
  
  **AND**

- PAD 814 Intergovernmental Relations

**ELECTIVES**

(12 credits/select four of the following courses)

- PAD 811 Politics of the Federal Bureaucracy
- PAD 814 Intergovernmental Relations
- PAD 816 Analysis of Public Policy
- PAD 818 Public Sector Labor/Management Relations
- PAD 819 Grants-in-Aid and Grants Management
- PAD 820 Governmental Decision Making
- PAD 821 Human Services Integration
- PAD 822 Management Information Systems
- PAD 830 Public Liaison Strategies
- PAD 838 Ethics in Management
- PAD 839 Leadership and Decision Making
- PAD 840 Comparative Public Policy
- PAD 842 Workplace and Labor Law
- PAD 846 Community and Citizen Empowerment
- PAD 850 Alternative Dispute Resolution
- PAD 900 Special Topics (if related to state or local government)
- PAD 910 Directed Individual Study

*This course is required for this specialization and is used to fulfill one of the nine MPA required courses.
INTERNSHIPS

Internships allow you to apply your coursework to real-life situations, while building your professional network. MPA students have worked on such varied internships as the regionalism of fire protection services; the implementation of a community policing program; and the evaluation of the impact of managed care on child welfare services. Internships are sometimes paid.

FELLOWSHIPS AND SCHOLARSHIPS

Most Suffolk students use loans, work-study, fellowships, and/or scholarships to finance at least a portion of their education. The Public Management Department offers the Service Commonwealth Fellow, an annual award made to a Commonwealth of Massachusetts employee. It includes three semesters of full tuition paid by Suffolk University. The Commonwealth of Massachusetts pays the full-time salary for the employee, who may work only part-time. For more information, contact the Public Management Department at (617) 573-8024.

MPA Specialized Degree Options

In these specialized concentrations, you can complete the MPA degree requirements in two years of full-time study or three to four years of part-time study. If you choose a concentration, you must complete the nine MPA core courses (27 credits), four required courses (12 credits) from your concentration area, and four electives (12 credits) for each concentration. Therefore, your total requirement would be 51 credits.

MPA/MS IN MENTAL HEALTH COUNSELING

Full-time: 16-24 months | Part-time: 24-40 months
Total Credits: 60 | Total Courses: 20

MPA REQUIRED COURSES (18 credits/6 courses)
- PAD 711 Foundations of Public Organizational Administration
- PAD 712 Policy Analysis and Program Evaluation
- PAD 713 Foundations of Public Financial Administration
- PAD 714 Legal Basis of Public Management
- PAD 825 Legal Environment of Health Care
- PAD 848 Nonprofit Law and Ethics

MPA ELECTIVES (12 credits/select four courses)
- PAD 815 Nonprofit Organizations in the Community
- PAD 818 Public Sector Labor/Management Relations
- PAD 821 Human Services Integration
- PAD 823 The US Health System
- PAD 834 Disability and Public Policy
- PAD 835 Health and Nonprofit Marketing
- PAD 840 Comparative Public Policy
- PAD 846 Community and Citizen Empowerment
- PAD 900 Special Topics (if related to counseling)

EHS REQUIRED COURSES (18 credits/6 courses)
- EHS 713 Counseling: Theory and Practice
- EHS 716 Psychological Diagnosis
- EHS 717 Psychological Testing
- EHS 737 Interpersonal Skills Laboratory
- EHS 738 CHR Practicum I
- EHS 739 CHR Practicum II

EHS ELECTIVES (12 credits/select four courses)
- EHS 714 Psychology of Career Development
- EHS 725 Forensic Psychology
- EHS 726 Family Therapy
- EHS 727 Substance Disorders and Treatment
- EHS 728 Professional Orientation: Ethical/Legal Issues
- EHS 729 Human Sexuality Seminar
- EHS 730 Personality Disorders Seminar
- EHS 731 Clinical Practice Seminar
- EHS 732 Psychological Disorder of Childhood and Adolescence
- EHS 733 Counseling Diverse Populations
- EHS 734 Counseling Psychology Seminar
- EHS 735 Group Counseling
- EHS 736 Consultation
- EHS 750 Independent Study: CHR
- EHS 900 Directed Study
Additional Programs

MPA/MS IN CRIMINAL JUSTICE

Full-time: 16-24 months | Part-time: 24-48 months
Total Credits: 54 | Total Courses: 18

MPA REQUIRED COURSES (21 credits/7 courses total)
(6 credits/choose two of the following)
PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World
(6 credits/choose two courses)
PAD 713 Foundations of Public Financial Administration
PAD 822 Management Information Systems
PAD 827 Financing State and Local Government
PAD 847 Nonprofit Financial Management
(6 credits/choose two courses)
PAD 716 Public Service Human Resource Management
PAD 838 Ethics in Management
PAD 842 Workplace and Labor Law
PAD 850 Alternative Dispute Resolution
(3 credits/choose one course)
PAD 758 Internship (for preprofessional students)
PAD 759 Practicum Seminar (for in-service students)

MPA ELECTIVES (9 credits/3 courses)
Choose three public management courses (see course list section).

CJ REQUIRED COURSES (9 CREDITS/3 COURSES)
CJ 701 Seminar in Criminal Justice
CJ 703 Research Methods in Criminal Justice
CJ 704 Legal Issues in Criminal Justice

CJ ELECTIVES (15 credits/choose five courses)
CJ 638 White Collar Crime
CJ 657 Perspectives on Drug Policy
CJ 683 Current Issues in Policing
CJ 685 Seminar in Corrections
CJ 686 Seminar in Juvenile Justice
CJ 687 Justice and the Community Courts
CJ 688 Restorative Justice
CJ 690 Substance Abuse in Criminal Justice
CJ 691 Intimate Violence and Sexual Assault
CJ 692 Criminal Justice Policy
CJ 694 Critical Victimization
CJ 695 Special Topics in Criminal Justice
CJ 699 Special Topics in Criminal Justice
CJ 705 Race, Class, Gender, and Justice
CJ 708 Ethical Issues in the Criminal Justice Profession
CJ 723 Thesis Research and Writing I
CJ 724 Thesis Research and Writing II
CJ 783 Practicum in Criminal Justice I
CJ 784 Practicum in Criminal Justice II

MPA/MS IN MENTAL HEALTH COUNSELING

This joint degree program is designed for public and private sector human service workers who want to strengthen their direct service skills and move into a leadership role in a human services organization. Students must meet the admission requirements of each program. Two master’s degrees will be awarded when all degree requirements for both programs are fulfilled.

ADMISSION
To be reviewed for admission into the MPA/MS in Mental Health Counseling program, you must:
- Meet the entrance requirements for both the MPA and the MS programs
- Apply for the joint degree program during the first year of matriculation
- Meet testing requirements (GRE or MAT)
- Complete the application process

MPA/MS IN CRIMINAL JUSTICE

This joint degree program is designed for public safety professionals. Students must meet the admission requirements of each program. Two master’s degrees will be awarded when all degree requirements for both programs are fulfilled.

ADMISSION
To be reviewed for admission into the MPA/MS in Criminal Justice program, you must:
- Meet the entrance requirements for both the MPA and the MS programs
- Apply for the joint degree program during the first year of matriculation
- Complete the application process

MPA/MS IN POLITICAL SCIENCE

This joint degree program combines rigorous academics with a creative, hands-on approach. You may specialize in professional politics or international relations. Students must meet the admission requirements of each program. Two master’s degrees will be awarded when all degree requirements for both programs are fulfilled.
ADMISSION
To be reviewed for admission into the MPA/MS in Political Science program, you must:

• Meet the entrance requirements for both the MPA and MS in Political Science programs
• Apply for the joint degree program during the first year of matriculation
• Complete the application process

CERTIFICATE OF ADVANCED STUDY IN PUBLIC ADMINISTRATION (CASPA)
Total Credits: 15
Total Courses: 5
CASPA Specialization: 18 credits/6 courses

This postgraduate program will help you increase your understanding of current concepts and tools used in public administration. It is valuable for MPA graduates entering new areas of public administration or seeking to advance in their current profession. You may choose from among more than 40 courses, tailoring a program to meet your needs. You must complete all courses within five years with a grade point average of 3.0 (B) or better. In addition to the five-course CASPA, you may elect, with one more course, to choose a concentration area. The curriculum, therefore, consists of five required concentration courses plus one elective. Concentrations are available in the following areas:

• Community Leadership and Public Engagement
• Health Administration
• Nonprofit Management
• State and Local Government

ADMISSION
To be considered for admission to the CASPA, you must:

• Hold a bachelor's degree and an MPA from a school accredited by NASPAA
• Complete prerequisite courses as a noncertificate candidate if you have a management graduate degree other than an MPA
• Complete the application process

MPA/MS IN POLITICAL SCIENCE
Full-time: 16-24 months | Part-time: 24-30 months
Total Credits: 58 | Total Courses: 18

MPA REQUIRED COURSES (15 credits/5 courses)
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Foundations of Public Financial Administration
PAD 714 Legal Basis of Public Management
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government

MPA ELECTIVES (15 credits/select any five PAD courses not already included in the required five)

FIVE REQUIRED POLITICAL SCIENCE/GOVERNMENT COURSES
Professional Politics Track
GVT 723 Graduate Internship
GVT 747 Seminar in Legislation and Lobbying
GVT 755 Seminar in Campaigns and Elections
GVT 772 Ethical Issues in Professional Politics
GVT 776 Advanced Research Methods in Professional Politics

OR
International Relations Track
GVT 723 Graduate Internship
GVT 761 Seminar in International Relations Theory
GVT 763 International Political Economy
GVT 774 Ethical Issues in International Relations
GVT 778 Advanced Research Methods in International Relations

POLITICAL SCIENCE/GOVERNMENT ELECTIVES
Select any three Government or PAD courses (9 credits) not already counted towards the required five.
MHA

Master of Health Administration

The rapid changes taking place in the health care industry have increased the demand for professional health care managers and administrators worldwide. Health care reform, economic downsizing, and technological changes are reshaping the field. Today's health care leaders must be capable of analyzing hospital policies as well as reviewing and evaluating the impact of proposed changes in the health care system.

WAIVER OPTIONS
You could waive up to five courses through a combination of transfer credits, undergraduate or graduate related coursework, and/or intensive certificate programs. Also, depending on your level of knowledge and experience, you may substitute electives for required courses.

If you have already completed a graduate degree, you may earn the MHA by completing 10 courses or 30 credits. You may therefore be able to complete the degree requirements in one year of full-time study or two years of part-time study. You must complete a minimum of 10 courses in the Sawyer School of Management at Suffolk University.

ADMISSION
To be considered for admission to the MHA program, you must:
• Hold a bachelor's degree from an accredited college or university
• Complete the application process

MHA CONTACT:
Johanna Beers, Program Administration  
(617) 994-4273  
jbeers@suffolk.edu

Doug Snow, Chair and Associate Professor  
(617) 573-8048  
dsnow@suffolk.edu

MHA REQUIRED COURSES (27 credits)
PAD 711 Foundations of Public Organizational Administration
PAD 712 Policy Analysis and Program Evaluation
PAD 713 Foundations of Public Financial Administration
PAD 715 Quantitative Analysis
PAD 716 Public Service Human Resource Management
PAD 717 Organizational Effectiveness in Government
PAD 718 Leadership Strategies for an Interconnected World
PAD 758 Internship (for preprofessional students)
OR
PAD 759 Practicum Seminar (for in-service students)
PAD 825 The Legal Environment of Health Care

FOUR (4) REQUIRED HEALTH ADMINISTRATION COURSES
PAD 823 The US Health System
PAD 824 Health Financial Management
PAD 826 Strategic Health Systems Analysis Leadership
AND
PAD 835 Health and Nonprofit Marketing
OR
PAD 836 Health Economics

AND

TWO (2) ELECTIVES
PAD 815 Nonprofit Organizations in the Community
PAD 816 Analysis of Public Policy
PAD 818 Public Sector Labor/Management Relations
PAD 821 Human Services Integration
PAD 829 Environmental Policy and Administration
PAD 834 Disability and Public Policy
PAD 835 Health and Nonprofit Marketing
PAD 836 Health Economics
PAD 838 Ethics in Management
PAD 840 Comparative Public Policy
PAD 850 Alternative Dispute Resolution
PAD 900 Special Topics (if related to health administration)
Today's businesses demand financial expertise from their employees. Suffolk's MSF programs give you in-depth practical and analytical skills that are essential for success in this demanding and competitive business environment.

Suffolk's MSF Program provides a strong, conceptual, and comprehensive understanding of the fundamentals of financial theory and practice, preparing graduates for leadership roles in areas including corporate finance, investments, real estate, insurance, international finance, and the management of financial institutions.

The MSFSB Program, a financial services and banking program, prepares graduates to perform successfully in commercial banking, investment banking, asset securitization, as well as in the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients.

WAIVER OPTION
If you hold an MBA or bachelor's degree in business with appropriate academic qualifications, you may qualify to waive the prerequisite MBA core and elective courses (13.5 credits). If prerequisite requirements are waived, you can complete the MSF or MSFSB in 15 months (five quarters).

QUARTER SCHEDULE/COHORT PROGRAM
Both the MSF and the MSFSB are cohort programs run on a four-quarter-per-year calendar. We recommend that you take two courses per quarter. In either the MSF or MSFSB program, you will begin classes with your cohort group, meeting on the same evening each week throughout your program. Classes meet from 4:30 to 7:10pm and 7:15 to 9:55pm, meeting 13 times during each quarter, including two Saturday classes, which meet from 9:00 to 11:30am and 12:00 to 2:30pm. Meals are provided for evening and Saturday classes.

HIGH-QUALITY, EXPERIENCED FACULTY
Finance faculty are internationally recognized as committed teachers and productive researchers. Faculty teach students the theoretical and conceptual foundations of finance and motivate students to be creative and innovative thinkers.

The Finance Department is committed to a vigorous program of faculty research. Our scholarly activities enhance our teaching effectiveness, contribute to the advancement of knowledge, and are part of our commitment to the business community. Our faculty actively present research at national and international conferences and publish in prestigious academic and professional journals. Many have rich industrial experience.

ADMISSION
To be considered for admission to the MSF or MSFSB programs, you must:

- Hold a bachelor's degree from an accredited college or university
- Submit your GMAT scores
- Interview with the program director (MA residents only)
- Complete the application process
- Accelerated MSF for Attorneys applicants must provide documentation that they have passed the bar exam.
Accelerated Program

MSF FOR ATTORNEYS

Legal decisions in the business and private sector increasingly require a financial analysis, making the knowledge gained in the MSF programs an invaluable asset. The Accelerated MSF for Attorneys addresses the progressively more intertwined world of finance and the law and offers existing attorneys the opportunity to learn this important skill-set in an accelerated fashion. The program also opens the door for attorneys to transition to the dynamic field of investment or corporate finance. The Accelerated MSF for Attorneys is open to graduates of ABA-approved law schools.

Applicants to the Accelerated MSF for Attorneys program are not required to submit GMAT scores but must submit documentation of LSAT scores and document that they have passed the bar exam. In addition to the GMAT waiver, law school graduates also receive advanced placement credits based on their previous law school coursework, reducing the program requirements by up to two courses. Students who have completed prior graduate or undergraduate coursework may also be eligible to waive other prerequisite requirements. As a result, the program can be completed with between 30 and 37.5 credits (10-12.5 courses).

Joint Degree Programs

MSF/JD

Please see the Joint Degrees section in this catalog, page 45.

MBA/MSF

Please see the Joint Degree Programs in the MBA section of this catalog, page 20.

MBA CORE COURSES (10.5 credits/may be waived)
- MBA 620 Statistical Methods (1.5 credits)
- MBA 630 Economic Analysis for Managers
- MBA 640 Corporate Financial Reporting and Control
- MBA 650 Value-Based Financial Management

MBA ELECTIVES (3 credits/select one course/may be waived)
- MBA 610 Organizational Behavior
- MBA 660 Marketing: The Challenge of Managing Value
- MBA 670 Information Management for Competitive Advantage
- MBA 680 Managing in the Ethical and Legal Environment

MSF REQUIRED COURSES (21 credits)
- MSF 808 General Theory in Corporate Finance
- MSF 810 Investment Analysis
- MSF 812 Capital Budgeting
- MSF 814 Options and Futures
- MSF 816 Financial Institutions Management
- MSF 818 Econometrics
- MSF 820 Financial Policy

MSF ELECTIVES (9 credits/select three courses)
- MSF 825 Multinational Financial Management
- MSF 831 Portfolio Management
- MSF 841 Financial Forecasting
- MSF 851 Working Capital Management
- MSF 863 International Financial Markets and Banking
- MSF 871 Advanced Banking Theory
- MSF 880 Investment Banking
- MSF 881 Real Estate Finance
- MSF 882 Financial Engineering
- MSF 884 Fixed Income Securities
- MSF 885 Risk and Insurance
- MSF 887 Fundamental Equity Analysis
- MSF 891 1 Seminars in Finance
- MSF 894 1 Master's Thesis OR
- MSF 897 910 Directed Individual Study
- BLLS 860 Securities Regulation
MSFSB

Full-time: 15 months | Part-time: 15-24 months
Total Credits: 30-43.5 | Total Courses: 10-14.5

MBA CORE COURSES (10.5 credits/may be waived)
MBA 620 Statistical Methods (1.5 credits)
MBA 630 Economic Analysis for Managers
FIN 800 Financial Statement Analysis for Financial Institutions
MBA 650 Value-Based Financial Management

MBA ELECTIVES (3 credits/select one course/may be waived)
MBA 610 Organizational Behavior
MBA 660 Marketing: The Challenge of Managing Value
MBA 670 Information Management for Competitive Advantage
MBA 680 Managing in the Ethical and Legal Environment

MSFSB REQUIRED COURSES (18 credits)
MSF 808 General Theory in Corporate Finance
MSF 810 Investment Analysis
MSF 814 Options and Futures
MSF 816 Financial Institutions Management
MSF 818 Econometrics
MSF 820 Financial Policy

MSFSB ELECTIVES (12 credits/select four courses)
BLLS 850 Banking Laws
BLLS 860 Securities Regulation
MSF 831 Portfolio Management
MSF 863 International Financial Markets and Banking
MSF 871 Advanced Banking Theory
MSF 872 Bank Administration
MSF 873 Marketing of Financial Services
MSF 880 Investment Banking
MSF 881 Real Estate Finance
MSF 882 Financial Engineering
MSF 885 Risk and Insurance
MSF 887 Fundamental Equity Analysis
MSF 891/ MSF 894 Seminars in Finance
MSF 895/ Master's Thesis OR
MSF 897 910 Directed Individual Study

Certificate Program

CERTIFICATE PROGRAM FOR ADVANCED STUDY IN FINANCE (CPASF)
Total Credits: 15
Total Courses: 5

The five-course CPASF is a pragmatic, nondegree program designed for professionals whose responsibilities or professional interactions are financial in nature. You can design a program to fit your goals and one that will enable you to meet the increasing level of financial sophistication that today's marketplace demands. To earn the certification, you must complete five courses at the 800 level.

CPASF ADMISSION
An ideal candidate to the CPASF program holds either an MBA or MS in a business specialty area. Additionally, candidates who hold a bachelor's degree and who have significant professional experience and a demonstrated ability to do high-quality academic work will be considered for admission. A completed application, including GMAT scores, is required.

FINANCE PROGRAMS CONTACTS:
Ki Han, Professor, Chair of Finance and Director of MS in Finance Programs
(617) 573-8641
msf@suffolk.edu

Mary Jane Walker, Associate Director
(617) 573-8044
msf@suffolk.edu
MSA
Master of Science in Accounting

In Suffolk's MSA program you'll develop advanced skills and understanding of the practice of accounting and financial management, integrated with theories of global business management. On completion of the MSA program, you will be prepared to work as a valued member of or key advisor to the executive team in any international or domestic organization.

WAIVER AND TRANSFER OPTIONS
If you hold an undergraduate degree with an accounting major from an accredited US university or college, you may immediately begin the 10-course MSA program. If you hold a degree with a major in a business discipline other than accounting from an accredited US university or college, you may take the accounting preparation courses and the MSA courses. If you hold a degree with a major in other than a management discipline from an accredited US university or college, you may take the management preparation courses and the accounting preparation courses along with the MSA courses.

If you hold a degree from a foreign university, the director of graduate programs in accounting will assess your academic record and make an appropriate determination of which courses you may waive from among the management and accounting preparation courses.

You may transfer credits up to three equivalent MSA courses completed at the graduate level at an accredited school within the past five years with a grade B or better, provided the courses have not been used toward any other degree, certificate, or diploma. Thus, to earn the MSA, you must complete a minimum of 21 credits at Suffolk University. Equivalent MSA courses you have completed previously in earning another degree may be waived and elective courses substituted, with the approval of the director of graduate programs in accounting.

Additional Programs

MBA/MSA
Please see Joint Degree Programs in the MBA section of this catalog, page 20.

GRADUATE DIPLOMA IN PROFESSIONAL ACCOUNTING (GDPA)
The GDPA is designed for students who do not have a degree in accounting. It is an economical and focused way for you to gain understanding and competence in the practice of accounting. With this diploma, you'll be prepared for a career as an accounting professional in public practice, corporate management, not-for-profit organizations, and government agency controllership.
The curriculum is designed for part-time study, allowing you to work while pursuing the diploma. It is possible to complete the program in three terms (fewer than 12 months). You may waive a maximum of three GDPA courses if you have completed equivalent courses at an accredited school with a grade of B or better.

MBA/GDPA
Please see Joint Degree Programs in the MBA section of this catalog, page 20.

MST/GDPA
Please see Joint Degree Programs in MST section of this catalog, page 43.

MSA
Full-time: 10-16 months | Part-time: 16-24 months
Total Credits: 30-57 | Total Courses: 10-19

MANAGEMENT PREPARATION COURSES
(18 credits/may be waived)
- MBA 610 Organizational Behavior
- MBA 620/ Statistical Methods/(1.5 credits)
- MBA 625 Operations Management (1.5 credits)
- MBA 630 Economic Analysis for Management
- MBA 640 Corporate Financial Reporting and Control
- MBA 650 Value-Based Financial Management
- MBA 660 Marketing: The Challenge of Managing Value

ACCOUNTING PREPARATION COURSES
(9 credits/may be waived)
- ACCT 801 Graduate Financial Accounting I
- ACCT 802 Graduate Financial Accounting II
- ACCT 804 Cost Information, Decision, and Control

MSA REQUIRED COURSES (18 credits)
- ACCT 824 Corporate Financial Reporting and Analysis
- ACCT 825 Corporate Financial Planning and Control
- ACCT 861 Leadership in the Financial Professions
- ACCT 865 Technology and Financial Information Systems
- MBA 780 Managing in the Global Environment
- ACIB 872 Multinational Financial Analysis and Control

ELECTIVES (12 credits)
Choose four elective courses. No more than two electives may be ACCT or ACIB. Please see the MSA Career Tracks chart on page 42 for suggestions.

GDPA
Total Credits: 18-30 | Total Courses: 6-10

REQUIRED COURSES (21 credits)
- ACCT 801 Graduate Financial Accounting I*
- ACCT 802 Graduate Financial Accounting II
- ACCT 804 Cost Information, Decision, and Control
- BLLS 800 Business Law**
- TAX 801 Issues in Federal Taxation**
- ACIB 872 Multinational Financial Analysis and Control
- ACCT 865 Technology and Financial Information Systems*

*Students with no background in accounting must also take MBA 640 before taking ACCT 801.

**These courses may be waived in the accelerated GDPA for lawyers or graduates of ABA-accredited schools.

ELECTIVES/CONCENTRATION OPTIONS (6 credits)
(See GDPA Concentration Options chart on page 42.)
MSA Career Tracks
Following are sample career track options (also see MSA curriculum chart):

PUBLIC ACCOUNTING (12 credits)
The following electives complete the content required for the CPA exam in Massachusetts:
ACCT 803 Graduate Advanced Accounting
ACCT 805 Auditing and Assurance Services
BLLS 800 Business Law
TAX 801 Issues in Federal Taxation

CONTROLLERSHIP (FOR-PROFIT) (12 credits)
ACCT 805 Auditing and Assurance Services
TAX 801 Issues in Federal Taxation
TAX 862 Taxation of Corporations
FIN 805 Capital Management

CONTROLLERSHIP (NOT-FOR-PROFIT) (12 credits)
ACCT 871 Not-for-Profit Accounting and Control
TAX 801 Issues in Federal Taxation
TAX 872 Tax-Exempt Organizations
One 800-level PAD course

FRAUD EXAMINATION (12 credits)
ACCT 805 Auditing and Assurance Services
ACCT 806 Fraud Examination
Two graduate-level courses in Criminal Justice (See College of Arts and Sciences graduate programs catalog for course descriptions.)

INFORMATION TECHNOLOGY (12 credits)
ACCT 805 Auditing and Assurance Services
ISOM 810 Management of Information Technologies
ISOM 815 Database Management
ISOM 825 Business Data Communications

PUBLIC ACCOUNTING (6 credits)*
The following electives complete the content for the CPA exam in Massachusetts:
ACCT 803 Graduate Advanced Accounting
ACCT 805 Auditing and Assurance Services

CORPORATE ACCOUNTING (6 credits)
ACCT 824 Corporate Financial Reporting and Analysis
ACCT 825 Corporate Financial Planning and Control

NOT-FOR-PROFIT ACCOUNTING (6 credits)
ACCT 871 Not-for-Profit Accounting and Control
TAX 872 Tax-Exempt Organizations

*Note that the Massachusetts Board of Accounting also requires some business courses in addition to the GDPA with the public accounting electives.
New developments in tax law emerge daily. Now more than ever, organizations look to tax professionals to not only anticipate changes but also manage their impact. Your job as a tax professional has grown increasingly complex, but with an MST from Suffolk you'll stay one step ahead.

The MST is appropriate for tax advisors working in personal practice, at accounting or trust firms, in corporate tax management positions, or at federal or state agencies. Accountants and attorneys often enroll in the MST program to enhance their professional knowledge and skills.

Designed primarily for part-time study, the MST degree complements the experience of students who are presently working in the field of taxation. You may choose to concentrate in international taxes or estate tax and financial planning.

WHAT YOU WILL LEARN
As an MST student you'll gain competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge to tax planning and problem solving. You'll also develop strong communication and research skills, an understanding of the policy implications of tax law, and a keen appreciation of the ethical standards of professional practice.

WAIVER AND TRANSFER OPTIONS
If you have an undergraduate degree in accounting or appropriate tax experience, you may be able to waive the accounting core courses. A maximum of nine credits may be transferred from another accredited graduate program, if those credits have not been applied toward any other degree, certificate, or diploma. A minimum of 21 credits must be earned at Suffolk University.

ADMISSION
To be considered for admission to the MST program, you must:
• Hold a bachelor's degree from an accredited college or university
• Submit your GMAT scores (unless you are a CPA with an undergraduate GPA of at least 2.7)
• Complete the application process

Additional Programs
MBA/MST
Please see Joint Degree Programs in the MBA section of this catalog, page 20.

MST/GDPA
By combining a master's degree in taxation and a graduate diploma in professional accounting, you will be well prepared for employment in either of these professions and to seek CPA qualification.

ACCELERATED MST FOR MASSACHUSETTS SOCIETY OF CPA MEMBERS
If you possess a CPA and are a member of MSCPA, you can complete the MST in eight to 10 courses. A GMAT score is not required for those with a 2.7 minimum undergraduate GPA who have passed the CPA exam and demonstrated professional competence.

ADVANCED CERTIFICATE IN TAXATION (ACT)
Total Credits: 15
Total Courses: 5
The ACT is a postgraduate certificate for tax professionals who want to stay current with evolving tax issues. To earn the ACT, you must complete five graduate electives, at least four of which must be in taxation.

ACT ADMISSION
To be considered for admission to the ACT, you must:
• Hold a graduate degree in business or law
• Interview with the director of graduate programs in taxation
• Complete the application process

MST CONTACT:
James Angelini, Professor and Director
(617) 573-8361
jangelin@suffolk.edu
MST

Full-time: 10-16 months | Part-time: 18 months
Total Credits: 30-39 | Total Courses: 10-13

ACCOUNTING CORE COURSES (9 credits/may be waived)
For candidates who have a degree in accounting from an accredited university or have professional qualification in accounting, no further preparation is necessary to enroll in the program. Otherwise, you must take the following three core courses:
ACCT 801 Graduate Intermediate Accounting I
ACCT 802 Graduate Intermediate Accounting II
ACCT 803 Graduate Advanced Accounting

TAX CORE COURSES (21 credits/may be waived with substitution of electives)
TAX 801 Issues in Federal Taxation
TAX 861 Tax Research
TAX 862 Taxation of Corporations
TAX 863 Taxation of Pass-Through Entities
TAX 864 Tax Practice and Procedures
TAX 867 Advanced Topics in Corporate Taxation
TAX 871 Taxation of Estates, Trusts, and Gifts

GDPA REQUIRED COURSES (12 credits)
BLLS 800 Business Law
ACCT 804 Cost Information, Decision, and Control
ACCT 865 Information Technology and Financial Information
ACIB 872 International Financial Analysis and Control

ELECTIVES (9 credits/select three courses)
Select three courses from tax, accounting, or any other 800-level course offered in the Sawyer School of Management, provided prerequisites are met.

Any other 800-level course offered in the Sawyer School of Management, provided prerequisites are met.
Gain an invaluable edge in today's competitive job market by combining a degree in law with a master's degree in business, public management, or finance. The Sawyer School of Management and Suffolk University Law School have teamed up to offer you three specialized joint degree programs. Skills in both law and management are highly sought after by employers. A joint degree is a rare credential that will distinguish you in any career field.

These joint degrees allow you to combine a Juris Doctor with a graduate management degree. All joint degree programs require you to complete both academic programs before the degrees are awarded.

**Joint Degrees**

**JD/MBA, JD/MPA, JD/MSF**

**JD/MBA**
This program is designed to fill a growing demand for business-trained lawyers and law-trained executives. The JD/MBA is appropriate for people interested in long-term careers in business law or management. You have the choice of three tracks. You will complement your legal skills with a sound knowledge of business core competencies, enhance your communication skills with corporate clients, and/or ease your transition into a corporate position. The program may be completed full-time in four years or part-time in five years. As a full-time student you may register for a maximum of 15 combined credits in one semester.

**TRACK I**
This track is for students beginning the JD/MBA with one year of MBA courses in the Sawyer School.

(Please see chart on page 46 for the curriculum.)

**TRACK II**
Track II is primarily the same as Track I, except the first- and second-year curricula are reversed. Track II is for students entering the joint degree program as first-year law students. Students who have completed one year of law school prior to MBA coursework may substitute a 3-credit MBA elective for MBA 680.

**TRACK III**
This track is for those entering the joint degree program as second-year law students. During the third and fourth year, these students take both law and MBA courses. Students who have completed two years of law school prior to MBA coursework may substitute a 3-credit MBA elective for MBA 680.
Joint Degrees

JD/MBA Track I

Full-time: 4 years | Part-time: 5 years or less
Total SSOM credits: 43 | Total Law School credits: 72

FIRST YEAR

Fall Semester
- MBA 600 MBA Experiential
- MBA 610 Organizational Behavior
- MBA 620/ Statistical Methods/ (1.5 credits)
- MBA 625 Operations Management (1.5 credits)
- MBA 630 Economic Analysis for Managers
- MBA 640 Corporate Financial Reporting and Control

Spring Semester
- MBA 650 Value-Based Financial Management
- MBA 660 Marketing: The Challenge of Managing Value
- MBA 670 Information Management for Competitive Advantage
- MBA 680 Managing in the Ethical and Legal Environment

One MBA elective*

Summer Session
- MBA 780 Managing in the Global Environment

One MBA elective*

SECOND YEAR

Law School courses

THIRD YEAR

Law School courses

FOURTH YEAR

Fall/Spring Semesters
- MBA 800 Strategic Management

Law School courses

Two MBA electives*

*One elective must be related to international business.
Joint Degrees

JD/MPA
The JD/MPA is designed for students interested in integrating professional education in law with public administration. It is appropriate for students who want to gain the skills necessary for public and not-for-profit sector management. You have the choice of three tracks, but no matter what track you follow, as a full-time student you may register for a maximum of 15 combined credits in one semester.

TRACK I
(Please see chart on page 48 for the curriculum.)

TRACK II
Track II is primarily the same as Track I, except the first- and second-year curricula are reversed. This track is for those who enter the joint degree program as first-year law students.

TRACK III
This track is for those who enter the joint degree program as second-year law students. During the third and fourth years, these students take both law and MPA courses.

JD/MSF
In today's business world, the role of lawyer and financier often overlap. In the areas of banking, insurance, and securities law, an understanding of the principles of finance and law is essential. If you want to work in any of these fields, this joint degree will be invaluable. You have the choice of three tracks, but no matter what track you follow, as a full-time student you may register for a maximum of 15 combined credits in one semester.

TRACK I
(Please see chart on page 48 for the curriculum.)

TRACK II
Track II is primarily the same as Track I, except the first- and second-year curricula are reversed. This track is for those who enter the joint degree program as first-year law students.

TRACK III
This track is for those students who enter the joint degree program as second-year law students. During the third and fourth years, these students take both law and MSF courses.

JD/MBA, JD/MPA, AND JD/MSF ADMISSION
Students applying to these programs must meet the designated admission criteria for both the JD, as determined by Suffolk Law School, and the MBA, MPA, or MSF, as determined by the Sawyer School (see Admission section of this catalog and the Law School catalog).

Admission to the JD/MBA, JD/MPA, and JD/MSF is available to current evening and full-time Suffolk Law students and current Sawyer School of Management students. It is also an option for students who have just completed their bachelor's degree at other institutions.

Students must complete the JD/MBA, JD/MPA, or JD/MSF degrees in four years of full-time or five years of evening or part-time study.

Admission criteria for the JD are determined by the Law School and include submission of LSAT scores. The Sawyer School will accept LSAT scores in lieu of GMAT scores only for JD/MBA students. Because the MSF is a highly quantitative program, the program director must give permission to substitute LSAT in lieu of GMAT scores.

JOINT DEGREES CONTACTS:
JD/MBA
Lillian Hallberg, Assistant Dean of Graduate Programs and Director of MBA Programs
(617) 573-8306
mba@suffolk.edu

JD/MPA
Johanna Beers, Program Administration
(617) 994-4273
mpa@suffolk.edu

JD/MSF
Mary Jane Walker, Associate Director
(617) 573-8044
msf@suffolk.edu
# Joint Degrees

## JD/MPA Track I

- **Full-time: 4 years | Part-time: 5 years or less | Total Credits: 110**
- **Total SSOM Credits: 30 | Total Law School Credits: 80**

### FIRST YEAR

- **Fall Semester**
  - **Public Management Courses (15 credits)**
    - PAD 711 Foundations of Public Organizational Administration
    - PAD 712 Policy Analysis and Program Evaluation
    - PAD 713 Foundations of Public Financial Administration
    - PAD 716 Public Service Human Resource Management
    - PAD 717 Organizational Effectiveness in Government

  - **Spring Semester**
    - **Public Management Courses (15 credits)**
      - PAD 715 Quantitative Analysis
      - PAD 718 Leadership Strategies for an Interconnected World
      - PAD 758 Internship (for preprofessional students)
      - OR
      - PAD 759 Practicum Seminar (for in-service students)
    - Two PAD Electives

### SECOND YEAR

- **Fall Semester**
  - Law School courses (13-15 credits)
- **Spring Semester**
  - Law School courses (13-15 credits)

### THIRD YEAR

- **Fall Semester**
  - Law School courses (13-15 credits)
- **Spring Semester**
  - Law School courses (13-15 credits)

### FOURTH YEAR

- **Fall Semester**
  - Electives (13-15 credits). Choose courses in Law or Public Management with your advisor.
- **Spring Semester**
  - Electives (13-15 credits). Choose courses in Law or Public Management with your advisor.

*All SSOM electives are 3-credit courses, while a Law School elective can be 2 or 3 credits. In any event, students must take enough credits of an elective to meet the minimum requirements of at least 80 hours in the Law School and 30 hours in the Sawyer School of Management.*

## JD/MSF Track I

- **Full-time: 4 years | Part-time: 5 years | Total Credits: 108-115**
- **Total SSOM Credits: 30-37.5 | Total Law School Credits: 78**

### FIRST YEAR

- **Fall Semester**
  - Prerequisites (10.5 credits)
  - The following courses must be completed or waived prior to enrolling in MSF courses:
    - MBA 620 Statistical Methods (1.5 credits)
    - MBA 630 Economic Analysis for Managers
    - MBA 640 Corporate Financial Reporting and Control
    - MBA 650 Value-Based Financial Management
  - One elective (3 credits)
  - The following courses may be waived or taken in conjunction with MSF courses; select one:
    - MBA 610 Organizational Behavior
    - MBA 660 Marketing: The Challenge of Managing Value
    - MBA 670 Information Management for Competitive Advantage
    - MBA 680 Managing in the Ethical and Legal Environment

### Third and Fourth Quarters

- **Finance Courses (12 credits)**
  - MSF 808 General Theory in Corporate Finance
  - MSF 810 Investment Analysis
  - MSF 812 Capital Budgeting
  - MSF 814 Futures and Options

### SECOND YEAR

- **Fall Semester**
  - Law School courses (13-15 credits each semester/fall and spring)
- **Third Year**
  - **Fall Semester**
    - Law School course (2 credits)
    - Law School electives (7 credits)
  - **First Quarter**
    - MSF 816 Financial Institutional Management
    - MSF 818 Econometrics
    - Finance courses (6 credits)
  - **Spring Semester**
    - Law School electives (12 credits)
  - **Third Quarter**
    - MSF 820 Financial Policy
  - **Fourth Quarter**
    - One MSF elective (3 credits)

### FOURTH YEAR

- **Fall/Spring Semesters**
  - Law School electives (28 credits)
Contact Information and Administration

Suffolk University Contacts

Graduate Admission Office
(617) 573-8302
grad.admission@suffolk.edu

Financial Aid Office
(617) 573-8470
finaid@suffolk.edu

Registrar's Office
(617) 573-8430

Student Accounts Office
(617) 573-8407
stdact@suffolk.edu

Sawyer School Contacts

www.suffolk.edu/business

Graduate Programs Office
(617) 573-8088
rtorrisi@suffolk.edu

MBA
(617) 573-8306
mba@suffolk.edu

Executive MBA
(617) 573-8660
execmba@suffolk.edu

Global MBA
(617) 305-1707
globalmba@suffolk.edu

MBA Online
(617) 573-8306
mbaonline@suffolk.edu

Merrimack MBA
(978) 857-5143
mbaatmerrimack@suffolk.edu

Cape Cod Programs
MBA and MPA
(508) 375-4056
capecod@suffolk.edu

Dean College MBA
(508) 541-1972
mbaatdean@suffolk.edu

MSA, GDPA, MBA/MSA
(617) 573-8339
msa@suffolk.edu

MST, MBA/MST
(617) 573-8361
mst@suffolk.edu

MPA/MHA
(617) 994-4273
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(617) 573-8044
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MAPS
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David J. Sargent, President, JD, LL.D.

Francis X. Flannery, Vice President and Treasurer, BSBA, MBA, CPA.

Marguerite J. Dennis, Vice President of Enrollment and International Programs, BA, MA.

Kathryn Battillo, Vice President for Advancement, BA, MLS.

Nancy C. Stoll, Dean of Students, BA, MA, EdD.

Office of Graduate Admission

Judith L. Reynolds, Director, AB, MA, MBA.

Theresa D. Bishop, Associate Director, BS, MEd.

Ellen Driscoll, Associate Director, BA, MBA.

Geoffrey Scott, Assistant Director, BM, MM, MM.

Sawyer School of Management

William J. O'Neill, Jr., Dean, BA, MBA, JD.

C. Richard Torrisi, Dean of Graduate Programs/Associate Dean of the Sawyer School and Associate Professor of International Business, BA, MA, PhD.

Shahriar Khaksari, Dean of International Programs/Associate Dean of the Sawyer School and Professor of Finance, BA, MA, MBA, PhD, CPA.

Lillian Hallberg, Assistant Dean of Graduate Programs and Director of MBA Programs, BA, MA, PhD.

Michael Lavin, Assistant Dean, Cape Cod Programs, Associate Professor of Public Management, BA, MA, PhD.
Faculty*

FULL-TIME FACULTY
Accounting Department

JAMES P. ANGELINI
Academic Director, MST, and Associate Professor of Accounting and Taxation. BS, MBA, Babson College; PhD, University of Houston; CPA.

ROSS D. FUERMAN
Director of Undergraduate Programs in Accounting and Associate Professor. BA, PhD, University of Cincinnati; JD, George Washington University; MA, Jewish Theological Seminary; CPA.

JOHN Q. LI
Associate Professor. BS, MS, Northern Illinois University; PhD, University of Wisconsin-Madison; CPA, CMA.

TRACY NOGA
Associate Professor. BE, College of Management, Israel; PhD, Rutgers University.

DONALD MAY
Instructor. BSBA, American International College; MST, Bentley College; CPA.

RUTH ANN MCEWEN
Professor. MSIM, PhD, Georgia Institute of Technology; CPA.

MORRIS MCINNES
Chair, Director of Graduate Programs in Accounting and Professor. BSc, University of St. Andrews, Scotland; MBA, DBA, Harvard University.

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Assistant Professor. BSBA, Bryant College; MST, University of Hartford; PhD, Texas Tech University; CPA.

LAURIE W. PANT
Professor. BA, College of New Rochelle; MEd, Emory University; MBA, DBA, Boston University; CMA.

MAWDDUR RAHMAN
Professor. BCom, MCom, Dacca University, Bangladesh; MBA, Indiana University; PhD, Manchester University, UK.

GAIL K. SERGENIAN
Associate Professor. BS, Boston University; MA, Columbia University; MBA, Pace University; PhD, University of Connecticut.

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Associate Professor and Executive Director Suffolk University Programs in Senegal. BS, New Hampshire College; MSF, Bentley College; PhD, Durham University, England; CMA.

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Business Law Department

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Information Systems and Operations Management Department

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KI C. HAN
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Assistant Professor. BS, MS, PhD, Ohio State University.

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Dean, International Programs/Associate Dean of the Sawyer School and Professor. BA, The Iranian Institute of Advanced Accounting; MBA, PhD, St. Louis University; CFA.

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MARK MULZER
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* as of April 2004
Faculty

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MICHAEL B. ARTHUR
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MICHAEL BEHNMAM
Associate Professor. Diploma-Kauffman and PhD, Johann Wolfgang Goethe University, Germany.

ROBERT J. DE Filippi
Assistant Chair and Professor. BA, Northeastern University; MSW, University of Maryland; MPhil, MA, PhD, Yale University.

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Charles J. Shelley
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Marketing Department

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Catherine McCabe
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Associate Professor. BS, MS, University of South Carolina; PhD, Pennsylvania State University.

Public Management Department

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Associate Professor of Health Administration. BA, Williams College; MA, University of Chicago; PhD, George Washington University.

Ruth Ann Branson
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Associate Professor. BS, Pennsylvania State University; MA, Temple University; MPA, Harvard University.

Eric Fortess
Associate Professor of Health Administration. BA, Antioch College; MPH, University of Hawaii; MS, ScD, Harvard University.

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Associate Professor. BA, Boston University; MPA, University of South Florida; PhD, Florida State University.

Richard Gregg
Instructor. BA, MA, Rutgers University; MBA, New York University.

Michael T. Lavin
Assistant Dean, Cape Cod Programs, Associate Professor. BA, St. Anselm College; MA, College of William and Mary; PhD, Tufts University.

Sandy Matawa
Clinical Assistant Professor and Director, Center for Public Management. BA, University of Connecticut; MPA, Suffolk University.

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Instructor. BA, Boston College; MPA, Suffolk University.

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Lauren Williams
Assistant Professor of Health Administration and Assistant Director of Health Administration Programs. RN Diploma, Peter Bent Brigham Hospital School of Nursing; BS in Nursing, Salve Regina College; MS, Boston University; EDM, Case Western Reserve University.
Admission

GRADUATE ADMISSION POLICY
The graduate programs at Suffolk University seek men and women from diverse educational and social backgrounds who have completed an undergraduate work of distinction and have earned a bachelor's degree from an accredited institution of higher learning. Suffolk University selects its students and staff and administers all of its programs without discrimination on the basis of race, color, creed, national origin, gender, sexual orientation, age, or disability.

THE GRADUATE ADMISSION COMMITTEE
The committee devotes extensive and individualized attention to every application, and each candidate is viewed within the context of what he or she has to gain from and offer to the program. The Graduate Admission Committee relies on a variety of factors to determine a candidate's potential for success in the program to which he or she is applying. Entry-level, mid-career, and career-change applicants are all regarded as viable candidates.

INFORMATION SESSIONS
We urge you to attend an information session to meet faculty, administrators, alumni, and current students in the programs that interest you. Information Sessions are held throughout the year. Please contact the Graduate Admission Office for dates and locations, or see our Web site (www.suffolk.edu/gradadm).

APPLICATION PRIORITY DATES
(See application on page 61 of this book.)

GRADUATE ADMISSION CRITERIA
The major criteria used in the admission decision process include demonstration of intellectual and academic ability, potential for professional growth as revealed in the applicant's goal statement, and in the letters of recommendation submitted on his or her behalf, performance on a national standardized test (if required), and evidence of personal qualities of motivation, maturity, innovation, and perseverance. None of Suffolk's graduate programs requires or presupposes a background in a specific undergraduate major or field of specialization.

PERSONAL INTERVIEW
Although evaluative interviews are not a formal part of the admission process for all programs, prospective graduate students may schedule an appointment with a member of the graduate admission staff to learn more about the degree programs and to discuss academic and professional objectives. Appointments for general information may be arranged by calling the Graduate Admission Office. Interviews are required for admission to the Executive MBA, Global MBA, and Finance programs. In the final stages of the application process, students will be contacted by the department to arrange an interview.

APPLICATION PROCESS
To apply to any program in the Sawyer School of Management, you must submit:
- A completed application form and application fee of $50
- A statement of professional goals (Global MBA students must submit an additional essay about their international experience.)
- A current resume
- Two letters of recommendation from either professional or academic sources
- Official transcripts of all prior academic work and proof of completion of an undergraduate degree
- Official Graduate Management Admission Tests (GMAT) scores. Required for GBMA, MBA, MSA, MST, and MSF programs.

*Please see further details about the application on page 61 of this book.

INTERNATIONAL STUDENTS
Suffolk University's graduate programs welcome applications to our full-time programs from fully qualified international students.

- In addition to the regular application materials, international students whose native language is not English must submit an official TOEFL score. To be fully admitted to any graduate program, the student must achieve a score of 213 or above on the computer-based test or 550 or above on the paper and pencil-based test. An official copy of the test results must be sent directly from the Educational Test Service in Princeton, New Jersey. The TOEFL requirement may be waived for international students who are permanent residents of the United States or who have received a baccalaureate degree from a US college or university within the past two academic years.

- International students must submit a Statement of Financial Resources (showing US dollar equivalents) certifying that sufficient funds exist to cover all academic and living expenses for full-time graduate study.
- To be eligible for Suffolk University fellowship awards or work study, international students must have F-1 or J-1 visa status.

DECISION NOTIFICATION AND ENROLLMENT DEPOSIT
The Graduate Admission Committee evaluates applications as they become complete and makes every effort to notify candidates of their admission decision within four weeks. Admitted students who wish to enroll must reserve their place in the class by remitting a $200 nonrefundable deposit that will be credited to the tuition bill at the time of registration. Executive MBA students must submit $400.

TUITION
Tuition for graduate degree programs is based on the number of courses you carry. A full-time course load consists of 12 to 15 credit hours per term, the equivalent of four or five courses. Part-time students pay a fixed fee for each course.

Tuition charges are subject to change by the Board of Trustees. Any changes may be applicable to graduate management students already enrolled at Suffolk University.

* Please see tuition chart on page 69 of this book.

FOR MORE INFORMATION
If you would like more information about admission to the Sawyer School of Management, or dates and times of upcoming Information Sessions, contact the Office of Graduate Admission at:

tel. (617) 573-8302
fax. (617) 305-1733
email: grad.admission@suffolk.edu
www.suffolk.edu/gradadm
FINANCIAL AID

The Sawyer School of Management offers several innovative financial aid programs. Last year graduate management students were awarded more than $6 million in aid in the form of grants, loans, employment programs, and fellowships. Contact the Office of Financial Aid for an application. Follow this timetable to apply for financial aid:

**BY MARCH 15:**
Submit a Free Application for Federal Student Aid (FAFSA) to the Federal Student Aid Programs, Iowa City, Iowa.

**BY MARCH 15:**
Submit an Application for Admission to the Office of Graduate Admission, Suffolk University.

**BY APRIL 1:**
Submit a Graduate Financial Aid Application to the Office of Financial Aid, Suffolk University. After this date, applications will continue to be accepted and reviewed pending the availability of funding.

**EMPLOYER-SPONSORED TUITION ASSISTANCE**
Many organizations offer tuition assistance to employees who want to further their education, in some instances assuming 100 percent of the cost of tuition. Programs and policies vary among employers. Consult your personnel office to find out more about the program in your organization.

**GRADUATE MERIT FELLOWSHIPS**
All newly admitted graduate students are automatically considered for graduate fellowships. Based on academic merit, these awards provide partial or full tuition, and most require a work component, assisting a faculty member 8-16 hours a week. Students interested in these awards are urged to apply early, since review of candidates begins April 1.

International students must have F-1 or J-1 visa status to be eligible for fellowship awards or work study programs.

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### Table of Financial Aid

<table>
<thead>
<tr>
<th>Type of Aid</th>
<th>Amount</th>
<th>Terms</th>
<th>Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRADUATE MANAGEMENT PART-TIME SCHOLARSHIP</strong></td>
<td>University grant $3,000 (one-time-only grant)</td>
<td>No repayment</td>
<td>New part-time graduate students who receive no or minimal tuition assistance at work. Merit-based.</td>
</tr>
<tr>
<td><strong>PERKINS LOAN</strong></td>
<td>Federal loan at 5% interest Up to $5,000 per year to a total of $18,000</td>
<td>Repayment begins nine months after graduation, withdrawal, or less than half-time enrollment.</td>
<td>Full- or part-time graduate students with demonstrated need</td>
</tr>
<tr>
<td><strong>FEDERAL SUBSIDIZED STAFFORD LOAN</strong></td>
<td>Federal loan at variable interest rate Up to $8,500 per year</td>
<td>Repayment begins six months after graduation, withdrawal, or enrollment for less than 6 credits.</td>
<td>Full- or part-time graduate students with demonstrated need</td>
</tr>
<tr>
<td><strong>FEDERAL UNSUBSIDIZED STAFFORD LOAN</strong></td>
<td>Federal loan at variable interest rate Up to $18,500 per year including subsidized amount</td>
<td>Interest must be paid monthly or capitalized. Principal can be deferred.</td>
<td>Demonstrated need is not a requirement.</td>
</tr>
<tr>
<td><strong>THE MEFA LOAN FOR GRADUATE EDUCATION</strong></td>
<td>Private loan at fixed or variable interest rate Up to 100% of total cost of attendance less other financial aid and educational loans</td>
<td>Deferment of payment while in graduate school</td>
<td>Full- or part-time students on basis of credit-worthiness</td>
</tr>
<tr>
<td><strong>SUFFOLK GRADUATE FELLOWSHIP</strong></td>
<td>Employment program Amounts vary.</td>
<td>8-16 hours per week of support in faculty or administrative offices for full-time students</td>
<td>Full-time graduate students on the basis of merit</td>
</tr>
<tr>
<td><strong>GRADUATE GRANT</strong></td>
<td>Grant $800-$3,000</td>
<td>No repayment</td>
<td>Full- or part-time graduate students on the basis of need</td>
</tr>
<tr>
<td><strong>FEDERAL COLLEGE WORK STUDY</strong></td>
<td>Employment program $12 per hour</td>
<td>Varies</td>
<td>Full- or part-time graduate students on the basis of need</td>
</tr>
</tbody>
</table>

For more information about financial aid opportunities for graduate management students, call the Office of Financial Aid at (617) 573-8470.
### Course Listings

Course descriptions can be found at: www.suffolk.edu/catalog/#ssom

#### Accounting Courses
- **ACCT 801** Graduate Financial Accounting I
- **ACCT 802** Graduate Financial Accounting II
- **ACCT 803** Graduate Advanced Accounting
- **ACCT 804** Cost Information, Decision, and Control
- **ACCT 805** Auditing and Assurance Services
- **ACCT 806** Fraud Examination
- **ACCT 824** Corporate Financial Reporting and Analysis
- **ACCT 825** Corporate Financial Planning and Control
- **ACCT 861** Leadership in the Financial Professions
- **ACCT 865** Technology and Financial Information Systems
- **ACCT 871** Not-for-Profit Accounting and Control
- **ACIB 810** Tax Aspects of Business Decisions
- **ACIB 872** Multinational Financial Analysis and Control
- **ACCT 900** Special Topics in Accounting
- **ACCT 910** Directed Individual Study in Accounting

#### Business Law and Ethics Courses
- **BLLS 800** Business Law
- **BLLS 810** Domestic and International Aspects of Commercial Transactions
- **BLLS 820** Enterprise Organization—Domestic and International
- **BLLS 830** Managing in the International Legal Environment
- **BLLS 840** Legal Protection of Product Innovation
- **BLLS 850** Banking Laws
- **BLLS 860** Securities Regulation
- **BLLS 870/882** Alternative Dispute Resolution
- **PAD 850** Managing in the External Environment

#### Information Systems Courses
- **ISOM 810** Management of Information Technologies
- **ISOM 813** Systems Analysis and Design
- **ISOM 815** Database Management
- **ISOM 824** E-Commerce Web Design
- **ISOM 825** Business Data Communications
- **ISOM 826** E-Commerce Concepts
- **ISOM 900** Special Topics in Information Systems:
  - Business Transformation with Information Technologies
  - Advanced E-Commerce Applications
  - Development

#### Entrepreneurship Courses
- **MGES 826** Entrepreneurship and New Venture Creation
- **MGES 828** The Entrepreneurial Firm
- **MGES 830** Small Business Management & Entrepreneurship
- **MGES 832** Venture Capital Finance
- **MGES 834** Management of Technology and Innovation
- **MGES 836** Managing Family Businesses
- **MGES 838** Managing Growing Businesses
- **MGES 910** Practicum in Entrepreneurship

#### Finance and Managerial Economics Courses
- **FIN 800** Financial Statement Analysis for Financial Institutions
- **FIN 801** Money and Capital Markets
- **FIN 805** Capital Management
- **FNEC 810** The Manager in the Global Economy: Trade Issues and Policy
- **FNEC 900** Special Topics in Managerial Economics
- **FIN/MSF 810** Investment Analysis
- **FIN/MSF 812** Capital Budgeting
- **FIN/MSF 814** Options and Futures
- **FIN/MSF 820** Financial Policy
- **FIN/MSF 831** Portfolio Management
- **FIN/MSF 880** Investment Banking
- **FIN/MSF 910** Directed Individual Study
- **MSF 808** General Theory in Corporate Finance
- **MSF 816** Financial Institutions Management
- **MSF 818** Econometrics
- **MSF 825** Multinational Financial Management
- **MSF 841** Financial Forecasting
- **MSF 851** Working Capital Management
- **MSF 863** International Financial Markets and Banking
- **MSF 871** Advanced Banking Theory
- **MSF 872** Bank Administration
<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MSF 873</td>
<td>Marketing of Financial Services</td>
</tr>
<tr>
<td>MSF 881</td>
<td>Real Estate Finance</td>
</tr>
<tr>
<td>MSF 882</td>
<td>Financial Engineering</td>
</tr>
<tr>
<td>MSF 885</td>
<td>Risk and Insurance</td>
</tr>
<tr>
<td>MSF 887</td>
<td>Fundamental Equity Analysis</td>
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<tr>
<td>MSF 888</td>
<td>Applied Portfolio Research Seminar</td>
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<tr>
<td>MSF 891, 892, 893, 894</td>
<td>Seminars in Finance</td>
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**International Business Courses**

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<tr>
<td>ACIB 810</td>
<td>Tax Aspects of Business Decisions</td>
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<tr>
<td>ACIB 872</td>
<td>Multinational Financial Analysis and Control</td>
</tr>
<tr>
<td>BLLS 830</td>
<td>Managing in the International Legal Environment</td>
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<tr>
<td>FNEC 810</td>
<td>The Manager in the Global Economy: Trade Issues</td>
</tr>
<tr>
<td>FNIB 825</td>
<td>Multinational Financial Management</td>
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<tr>
<td>MGIB 835</td>
<td>International Strategy</td>
</tr>
<tr>
<td>MGIB 850</td>
<td>International Management Overseas Seminar</td>
</tr>
<tr>
<td>MGIB 855</td>
<td>Business in China</td>
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<tr>
<td>MKIB 817</td>
<td>Global Marketing</td>
</tr>
<tr>
<td>MKIB 818</td>
<td>Trade Management</td>
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<td>TXIB 865</td>
<td>International Taxation I</td>
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<td>TXIB 874</td>
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**Marketing Courses**

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<tr>
<td>MKT 810</td>
<td>Marketing Research for Managers</td>
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<td>MKT 813</td>
<td>Integrated Marketing Communication</td>
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<tr>
<td>MKT 814</td>
<td>Strategic Marketing</td>
</tr>
<tr>
<td>MKT 815</td>
<td>Consumer Behavior</td>
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<tr>
<td>MKT 820</td>
<td>Sales Management</td>
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<tr>
<td>MKT 821</td>
<td>Business-to-Business Marketing</td>
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<td>MKT 822</td>
<td>Services Marketing</td>
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<td>MKT 830</td>
<td>Marketing on the Internet</td>
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<td>MKT 840</td>
<td>One-to-One Marketing</td>
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<td>MKT 900</td>
<td>Special Topics: Supply Chain Management</td>
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<td>MKT 910</td>
<td>Directed Individual Study</td>
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**MBA Core and Required Courses**

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<tr>
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<td>MBA 610</td>
<td>Organizational Behavior</td>
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<td>MBA 620</td>
<td>Statistical Methods</td>
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<td>MBA 625</td>
<td>Operations Management</td>
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<td>MBA 630</td>
<td>Economic Analysis for Managers</td>
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<td>MBA 640</td>
<td>Corporate Financial Reporting and Control</td>
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<td>MBA 650</td>
<td>Value-Based Financial Management</td>
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<td>MBA 660</td>
<td>Marketing: The Challenge of Managing Value</td>
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<td>MBA 670</td>
<td>Information Management for Competitive Advantage</td>
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<td>MBA 680</td>
<td>Managing in the Ethical and Legal Environment</td>
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<td>MBA 780</td>
<td>Managing in the Global Environment</td>
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<td>MBA 800</td>
<td>MBA Capstone: Strategic Management</td>
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**MBA Online Core and Required Courses**

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<td>Computer Literacy</td>
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<td>MGQM W700</td>
<td>Statistical Methods</td>
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<td>MBA 700</td>
<td>Tomorrow’s Manager</td>
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<td>MBA 710</td>
<td>Behavior in the Workplace and Marketplace</td>
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<td>MBA 720</td>
<td>Accounting Information and Customer Value</td>
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<td>MBA 730</td>
<td>Managing in the Global, Legal, and Economic</td>
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<td>Managing Operations and Information Technology</td>
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<td>MBA 750</td>
<td>Financial Management and Economic Value</td>
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<td>MBA 800</td>
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**Organizational Behavior Courses**

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<tr>
<td>MGOB 820</td>
<td>Career Strategy</td>
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<td>MGOB 825</td>
<td>Human Resource Management</td>
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<tr>
<td>MGOB 830</td>
<td>Managing Corporate Crises</td>
</tr>
<tr>
<td>MGOB 840</td>
<td>Power and Influence in Organizations</td>
</tr>
<tr>
<td>MGOB 850</td>
<td>Management Consulting</td>
</tr>
<tr>
<td>MGOB 855</td>
<td>Conflict and Negotiation</td>
</tr>
<tr>
<td>MGOB 860</td>
<td>Leadership and Team Building</td>
</tr>
<tr>
<td>MGOB 900</td>
<td>Special Topics in Organizational Behavior</td>
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## Course Listings

### Public Administration Courses

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<tbody>
<tr>
<td>PAD 711</td>
<td>Foundations of Public Organizational Administration</td>
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<tr>
<td>PAD 712</td>
<td>Policy Analysis and Program Evaluation</td>
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<tr>
<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 Service Human Resource Management</td>
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<td>PAD 717</td>
<td>Organizational Effectiveness in Government</td>
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<tr>
<td>PAD 718</td>
<td>Leadership Strategies for an Interconnected World</td>
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<tr>
<td>PAD 758</td>
<td>Internship (for preprofessional students)</td>
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<tr>
<td>PAD 759</td>
<td>Practicum Seminar (for in-service students)</td>
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<tr>
<td>PAD 809</td>
<td>Economic, Financial, and Administrative Strategies of Public Service</td>
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<tr>
<td>PAD 811</td>
<td>Politics of the Federal Bureaucracy</td>
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<td>PAD 812</td>
<td>Managing State Government</td>
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<td>PAD 813</td>
<td>Administrative Strategies of Local Government</td>
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<td>PAD 814</td>
<td>Intergovernmental Relations</td>
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<td>PAD 815</td>
<td>Nonprofit Organizations in the Community</td>
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<td>PAD 816</td>
<td>Analysis of Public Policy</td>
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<td>PAD 818</td>
<td>Public Sector Labor/Management Relations</td>
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<tr>
<td>PAD 819</td>
<td>Grants-in-Aid and Grants Management</td>
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<tr>
<td>PAD 820</td>
<td>Governmental Decision-Making</td>
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<td>PAD 821</td>
<td>Human Services Integration</td>
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<td>PAD 822</td>
<td>Management Information Systems</td>
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<td>PAD 823</td>
<td>The US Health System</td>
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<td>PAD 824</td>
<td>Health Financial Management</td>
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<td>PAD 825</td>
<td>Legal Environment of Health Care</td>
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<td>PAD 826</td>
<td>Strategic Health Systems Analysis Leadership</td>
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<td>PAD 827</td>
<td>Financing State and Local Government</td>
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<td>PAD 829</td>
<td>Environmental Policy and Administration</td>
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<td>PAD 830</td>
<td>Public Liaison Strategies</td>
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<td>PAD 832</td>
<td>Disability Issues</td>
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<td>PAD 834</td>
<td>Disability and Public Policy</td>
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<td>PAD 835</td>
<td>Health and Nonprofit Marketing</td>
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<td>PAD 836</td>
<td>Health Economics</td>
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<td>PAD 838</td>
<td>Ethics in Management</td>
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<td>PAD 839</td>
<td>Leadership and Decision-Making</td>
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<td>PAD 840</td>
<td>Comparative Public Policy</td>
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<td>PAD 842</td>
<td>Workplace and Labor Law</td>
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<td>PAD 845</td>
<td>The Entrepreneurial Nonprofit</td>
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<tr>
<td>PAD 846</td>
<td>Community and Citizen Empowerment</td>
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<tr>
<td>PAD 847</td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>PAD 848</td>
<td>Nonprofit Law and Ethics</td>
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<tr>
<td>PAD 849</td>
<td>Revenue Strategies for Nonprofit Organizations</td>
</tr>
<tr>
<td>PAD 850/ BLLS 870</td>
<td>Alternative Dispute Resolution</td>
</tr>
<tr>
<td>PAD 855</td>
<td>Civic Innovation and Effective Governance</td>
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<tr>
<td>PAD 856</td>
<td>Group Theory and Facilitation Practice</td>
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### Strategic Management Courses

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<tbody>
<tr>
<td>MGSM 834</td>
<td>Strategic Management of Mergers, Acquisitions, and Divestitures</td>
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<tr>
<td>MGT 900</td>
<td>Special Topics in Management</td>
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<tr>
<td>MGT 910</td>
<td>Directed Individual Study</td>
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<tr>
<td>MGT 920</td>
<td>Management Internship</td>
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### Taxation Courses

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<tr>
<td>TAX 801</td>
<td>Issues in Federal Taxation</td>
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<tr>
<td>TAX 861</td>
<td>Tax Research</td>
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<tr>
<td>TAX 862</td>
<td>Taxation of Corporations</td>
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<tr>
<td>TAX 863</td>
<td>Taxation of Pass-through Entities</td>
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<tr>
<td>TAX 864</td>
<td>Tax Practice and Procedures</td>
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<tr>
<td>TAX 865</td>
<td>International Taxation I</td>
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<tr>
<td>TAX 866</td>
<td>State and Local Taxation</td>
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<tr>
<td>TAX 867</td>
<td>Advanced Topics in Corporate Taxation</td>
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<tr>
<td>TAX 868</td>
<td>Estate Planning Techniques</td>
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<td>TAX 870</td>
<td>Federal Income Taxation of Estates and Trusts</td>
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<tr>
<td>TAX 871</td>
<td>Taxation of Estates, Trusts, and Gifts</td>
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<tr>
<td>TAX 872</td>
<td>Tax-Exempt Organizations</td>
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<td>TAX 874</td>
<td>International Taxation II</td>
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### Course Listings

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<tr>
<td>TAX 875</td>
<td>Tax Accounting Periods and Methods</td>
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<td>TAX 878</td>
<td>Tax Compliance</td>
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<td>TAX 879</td>
<td>Personal Financial Planning</td>
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<td>TAX 900</td>
<td>Special Topics in Taxation</td>
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<td>Directed Individual Study in Taxation</td>
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**Global MBA Electives**

**INTERNATIONAL FINANCE COURSES**

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<tr>
<td>GFIN 750</td>
<td>Financial Statement Analysis in a Multinational Context</td>
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<td>GFIN 752</td>
<td>Multinational Financial Management</td>
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<td>GFIN 754</td>
<td>Derivatives for the Corporate Manager</td>
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<tr>
<td>GFIN 756</td>
<td>Global Investment Analysis</td>
</tr>
<tr>
<td>GFIN 758</td>
<td>Global Portfolio Management</td>
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<tr>
<td>GFIN 760</td>
<td>Global Financial Services Industry and Capital Markets</td>
</tr>
<tr>
<td>GFIN 762</td>
<td>Risk Management for Global Financial Services</td>
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<tr>
<td>GFIN 764</td>
<td>Investment Banking: A Global Perspective</td>
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<tr>
<td>GFIN 766</td>
<td>Global Capital Budgeting</td>
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<td>GFIN 768</td>
<td>Valuation in a Global Environment</td>
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**Global MBA Courses**

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<tbody>
<tr>
<td>GMBA 600</td>
<td>Introduction to Global Business</td>
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<td>GMBA 602</td>
<td>Corporate Financial Reporting</td>
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<td>GMBA 604</td>
<td>Cost Information for Decisions and Control</td>
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<td>GMBA 606</td>
<td>Taxation in an International Context</td>
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<td>GMBA 610</td>
<td>Financial Management I</td>
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<td>GMBA 612</td>
<td>Financial Management II</td>
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<td>GMBA 620</td>
<td>Multifaceted Global Environment</td>
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<td>Leading in the Global Environment</td>
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<td>GMBA 624</td>
<td>Managing Global Strategies</td>
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<td>GMBA 630</td>
<td>Fundamentals of Information Systems Management</td>
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<td>GMBA 632</td>
<td>Managing IS for Global Competition</td>
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<td>GMBA 640</td>
<td>Marketing Fundamentals for the Global Market</td>
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<td>Multilateral Marketing</td>
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<td>Competitive Advantage Through People</td>
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<td>GMBA 652</td>
<td>Negotiating Across Cultures</td>
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<td>GMBA 660</td>
<td>Managing Global Operations I</td>
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<td>GMBA 662</td>
<td>Managing Global Operations II</td>
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<td>GMBA 670</td>
<td>Competing Through Strategy</td>
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<td>GMBA 682</td>
<td>Data Analysis and Research</td>
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<tr>
<td>GMBA 700</td>
<td>International Seminar</td>
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<tr>
<td>GMBA 800</td>
<td>Global Internship</td>
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<tr>
<td>GMBA 850</td>
<td>Capstone Seminar</td>
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**Global MBA Electives**

**INTERNATIONAL MARKETING COURSES**

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<tbody>
<tr>
<td>GMKT 710</td>
<td>Management of Traded Goods (Export/Import Management)</td>
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<tr>
<td>GMKT 712</td>
<td>Marketing Research for the Global Manager</td>
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<tr>
<td>GMKT 714</td>
<td>Developing and Managing Brands for Global Markets</td>
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<tr>
<td>GMKT 716</td>
<td>Global Outsourcing and Logistics</td>
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<td>GMKT 718</td>
<td>Marketing Communications in Global Markets</td>
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<td>GMKT 720</td>
<td>Managing Channels Globally</td>
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<tr>
<td>GMKT 722</td>
<td>Global Consumer Culture: The Highs and the Lows</td>
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<td>GMKT 724</td>
<td>Global Price Management</td>
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<td>GMKT 726</td>
<td>Global Services Marketing and Management</td>
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**Additional Global MBA Electives**

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<tbody>
<tr>
<td>GMBA 780</td>
<td>Doing Business in Asia and Europe</td>
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<tr>
<td>GMBA 782</td>
<td>Technology, Innovation, and International Competitiveness</td>
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GRADUATE APPLICATION FOR ADMISSION INSTRUCTIONS

INFORMATION FOR APPLICANTS TO GRADUATE PROGRAMS

Application Checklist
The checklist below is for your use in keeping a record of your graduate application for admission to Suffolk University. The Office of Graduate Admission will work with you throughout the application process to ensure an efficient and timely admission decision. We invite your questions at any time by telephone, mail, or personal visit to our office. You may contact us by phone at (617) 573-8302. All application materials must be addressed as follows:

Office of Graduate Admission
Suffolk University
8 Ashburton Place
Boston, MA 02108-2770
tel: (617) 573-8302
fax: (617) 305-1733
e-mail: grad.admission@suffolk.edu
Web: www.suffolk.edu

<table>
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<tr>
<th>Date sent or requested</th>
<th>Required Credentials</th>
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<td>Graduate Application for Admission</td>
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<tr>
<td></td>
<td>$50 nonrefundable application fee</td>
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<td></td>
<td>Statement of Professional Goals</td>
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<td>Global MBA applicants:</td>
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<td></td>
<td>Additional international experiences essay</td>
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<tr>
<td></td>
<td>Official transcripts from all undergraduate and graduate institutions</td>
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<td></td>
<td>Two letters of recommendation</td>
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<td></td>
<td>Official report of appropriate program specific test scores</td>
</tr>
<tr>
<td></td>
<td>Resume</td>
</tr>
<tr>
<td></td>
<td>International applicants:</td>
</tr>
<tr>
<td></td>
<td>International Student Application page</td>
</tr>
<tr>
<td></td>
<td>Official TOEFL score report</td>
</tr>
<tr>
<td></td>
<td>Financial Resources Certification</td>
</tr>
<tr>
<td></td>
<td>Enrollees (full- and part-time):</td>
</tr>
<tr>
<td></td>
<td>After admission, please send $200 nonrefundable deposit ($400 nonrefundable deposit for Executive MBA program enrollees)</td>
</tr>
</tbody>
</table>

Although course waiver decisions will not be made until after you are admitted, you can expedite the process by submitting required waiver documentation with your application.

Application Deadlines
Students are admitted for fall, spring, and summer semesters. Submit your completed application for priority consideration:

- March 15: Financial Aid
  (Applicants seeking financial assistance should submit their completed application to Graduate Admission by this date.)
- April 1: Summer Semester
- June 15: Fall Semester
- November 1: Spring Semester

The Executive MBA program and the Finance programs operate on a quarterly basis and accept new students in the fall and spring. The deadlines for the Executive MBA program are:

- August 30: Fall quarter
- February 15: Spring quarter

The deadlines for the Finance programs are:

- June 15: Fall quarter
- November 1: Spring quarter

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

Financial Aid Applications
Graduate fellowships commence in the fall semester. Students applying for these merit-based awards should submit their applications for admission to the Office of Graduate Admission by March 15. Employees of Suffolk University, their spouses, and dependent children who receive tuition remission are eligible to participate in loan programs only. Your application for financial aid must be submitted to the Office of Financial Aid by April 1. For further information and forms, please contact the Office of Financial Aid at:

Office of Financial Aid
Suffolk University
41 Temple Street
Boston, MA 02114
tel: (617) 573-8470
fax: (617) 720-3579
e-mail: finaid@suffolk.edu
Web: www.suffolk.edu/finaid

Information Sessions
Throughout the year, Information Sessions are held regularly to acquaint prospective students with Suffolk's graduate programs and to give them an opportunity to meet with faculty, alumni, and current students. For dates and information concerning the sessions, please contact the Office of Graduate Admission at (617) 573-8302, or visit our Web site at www.suffolk.edu/gradadm.
GRADUATE APPLICATION FOR ADMISSION INSTRUCTIONS

Graduate Admission Policy
The graduate programs at Suffolk University seek men and women from diverse educational and social backgrounds who have completed undergraduate work of distinction and who have earned a bachelor's degree from an accredited institution of higher learning.

Suffolk University selects its students and staff without discrimination on the basis of race, color, creed, national origin, gender, sexual orientation, age, or handicap.

The Graduate Admission Committee
All admission decisions are made by the Graduate Admission Committee, which relies on a variety of factors to determine a candidate's potential for success in the program to which he or she is applying. Entry-level, mid-career, and career-change applicants are all regarded as viable candidates.

The committee devotes extensive and individualized attention to every application, and each candidate is viewed within the context of what he or she has to gain from, and offer to, the program.

Graduate Admission Criteria
The major criteria used in the admission decision process include demonstration of intellectual and academic ability, potential for professional growth as revealed in the applicant's statement of goals and in the letters of recommendation submitted on his or her behalf, performance on a national standardized test, and evidence of personal qualities of motivation, maturity, innovation, and perseverance. None of Suffolk's graduate programs requires or presupposes a background in a specific undergraduate major or field of specialization.

Personal Interview
Although evaluative interviews are not a formal part of the admission process for all programs, prospective graduate students may schedule an appointment with a member of the graduate admission staff to learn more about the degree programs and to discuss academic and professional objectives. Interviews are by appointment only. Appointments for general information may be arranged by calling the Graduate Admission Office.

Interviews are required for admission to the Executive MBA, Global MBA, and Finance programs. In the final stages of the application process, students will be contacted by the department to arrange an interview.

Application Process
To apply to any program in the Sawyer School of Management, you must submit:

• A completed application form and application fee of $50
• A statement of professional goals
• Global MBA only: additional international experiences essay
• A current resume
• Two letters of recommendation from either professional or academic sources. Candidates are urged to choose individuals who know them well and who can present a balanced appraisal of their capabilities and of their potential for completing a graduate program. Letters should be written on the recommender's own letterhead and should be sent directly to the Office of Graduate Admission.
• Official transcripts of all prior academic work and proof of completion of the undergraduate degree. Coursework from one institution reported as transfer credit on another school's transcript does not constitute an official record. Failure to submit a transcript from each institution attended will delay consideration of the application. Transcripts should be sent directly by the reporting institution to the Office of Graduate Admission; however, a sealed official copy submitted by the candidate is also acceptable.
• Official Graduate Management Admission Tests (GMAT) scores. Required for all MBA, MSA, MST, and MSF programs.
• MSF for attorneys program applicants must document that they have passed the bar exam.

The GMAT requirement is waived for students applying to:

• The Executive MBA program if he/she holds a JD from an ABA-accredited school and submits an LSAT score; PhD, MD, or CPA (with an undergraduate GPA of 2.7 or above)
• The MBA program if he/she holds a CPA and an undergraduate GPA of 2.7 or above, or holds an MD and is Board Certified.
• The MSA and MST programs if he/she has completed 5 courses in the GDPA program and has a GPA of 3.3 and at least three years of relevant professional experience.
• The MST program if he/she holds a CPA or professional certificate in a related field and has an undergraduate GPA of 2.7 or above, has a JD from an ABA-accredited school, or has a master's degree from an accredited school of management.
• The JD/MSB program if an LSAT score is submitted.
• The Accelerated MBA for Attorneys if LSAT score is submitted.
• The Accelerated MSF for Attorneys if LSAT score is submitted.
• Candidates for the JD/MS program may be asked to take the GMAT in addition to the LSAT.
• Candidates for the MPA/MS in Mental Health Counseling and MPA/MS in Political Science degrees must take either the GRE or the MAT.

While it is certainly to the student's advantage to score well on a standardized test, it should be remembered that the examination by itself is not an invariable predictor of success in a graduate program. Test results are considered within the context of all other application materials, and there is no absolute score that precludes a candidate from receiving serious consideration by the Graduate Admission Committee.

International Students
All international applicants must complete the International Student Application on page 6 of this graduate application in addition to pages 1-5. See further instructions on page 6.

Decision Notification and Enrollment Deposit
The Graduate Admission Committee evaluates applications as they become complete and makes every effort to notify candidates of their admission decisions within four weeks of that time.

An admitted student who wishes to enroll must reserve his or her place in the class by remitting a $200 nonrefundable deposit, which is credited to the tuition bill at the time of registration. Executive MBA students must remit a $400 nonrefundable deposit.
To apply for admission to any graduate program in the Suffolk University Sawyer School of Management, YOU MUST FILL OUT THIS APPLICATION COMPLETELY. Please fill in your name and social security number on the top of each page. Please type or print clearly.

PROGRAM INFORMATION

1. Desired entry semester (please indicate year)
   - [ ] Fall
   - [ ] Spring
   - [ ] Summer

   EMBA, MSF, and MSFSB only:
   - [ ] September
   - [ ] March

2. Status
   - [ ] FULL-TIME (4 or 5 courses per semester)
   - [ ] PART-TIME (1-3 courses per semester)

3. Please indicate the program for which you are applying.
   - [ ] MBA/Boston
   - [ ] MBA/Cape Cod Community College
   - [ ] MBA/Merrimack College
   - [ ] MBA/Dean College
   - [ ] MBA/Online
   - [ ] Global MBA
   - [ ] Accelerated MBA for Attorneys
   - [ ] Accelerated MBA for ASQ
   - [ ] Accelerated MBA for CPAs
   - [ ] MBA/Corporate Financial Executive
   - [ ] MBA/Health Administration
   - [ ] MBA/Nonprofit
   - [ ] MBA/MSA
   - [ ] MBA/MST
   - [ ] MBA/MSF
   - [ ] MBA/GDPA
   - [ ] Executive MBA (EMBA)
   - [ ] Master of Science in Accounting (MSA)
   - [ ] Master of Science in Taxation (MST)
     - [ ] MST/GDPA
     - [ ] MST for CPAs
   - [ ] Master of Public Administration (MPA/Boston)
     (indicate specialized degree if applicable)
     - [ ] Community Leadership and Public Engagement
     - [ ] Health Administration
     - [ ] Nonprofit Management
     - [ ] State and Local Government
   - [ ] MPA/Cape Cod Community College
   - [ ] MPA/Merrimack College
   - [ ] MPA/MS in Mental Health Counseling
   - [ ] MPA/MS in Criminal Justice
   - [ ] MPA/MS in Political Science
   - [ ] Master of Health Administration (MHA)
   - [ ] Master of Science in Finance (MSF)
   - [ ] Master of Science in Financial Services and Banking (MSFSB)
   - [ ] Accelerated MSF for Attorneys
   - [ ] Juris Doctor/Master of Business Administration (JD/MBA)
     please indicate your MBA track: [ ] I [ ] II [ ] III
   - [ ] Juris Doctor/Master of Public Administration (JD/MPA)
     please indicate your MPA track: [ ] I [ ] II [ ] III
   - [ ] Juris Doctor/Master of Science in Finance (JD/MSF)
     please indicate your MSF track: [ ] I [ ] II [ ] III
   - [ ] Graduate Diploma in Professional Accounting (GDPA)
   - [ ] Certificate Program for Advanced Study in Finance (CPASF)
   - [ ] Certificate of Advanced Study in Public Administration (CASPA)
   - [ ] Advanced Professional Certificate (APC)
   - [ ] Advanced Certificate in Taxation (ACT)
   - [ ] BSBA/MSA
   - [ ] BSBA/MST
   - [ ] BSBA/MBA
PERSONAL INFORMATION

4. Name:

Last/Family name
First/Given name
Middle name
Maiden name

5. Permanent address (home country address):

Street/PO Box
City
State
Zip/Postal Code
Country

6. Mailing address (if different from above): Effective until MM/DD/YY

Street/PO Box
City
State
Zip/Postal Code
Country

7. Phone number

8. Fax

9. Email address

10. Gender □ Male □ Female

11. Date of birth MM/DD/YY

12. Social Security number

13. ARE YOU A CITIZEN OF THE UNITED STATES?

□ Yes If yes, proceed to question 13e.
□ No If no, proceed to question 13a.

For Non-US Citizens and Permanent Residents:

13a. your country of citizenship

13b. your city and country of birth

13c. Are you a permanent resident of the United States?

□ Yes □ No

13d. If yes, your permanent resident registration number

IF YOU ARE NOT A US CITIZEN OR A PERMANENT RESIDENT OF THE UNITED STATES, YOU MUST ALSO COMPLETE THE INTERNATIONAL STUDENT APPLICATION ON PAGE 6.

For US Citizens (optional):

13e. The following information is requested each year by the US government and is used for statistical purposes only. Please indicate your ethnic background by checking the appropriate box:

□ American Native (Indian, Eskimo) □ Cuban American
□ Puerto Rican American □ Caucasian
□ African American □ Asian American
□ Mexican American
□ Other (please specify)

13f. Please list other graduate schools to which you are applying:
EMPLEYMENT INFORMATION

14. Please indicate your full-time work experience since the receipt of your bachelor's degree: ________ years ________ months

15. What is your current (or most recent) position?

Employer/firm

Date of employment

Address

Duties/responsibilities

Email

Telephone/extension

16. If in your current position less than six months, please list prior positions: (Please include your resume)

Employer/firm

Address

Date of employment

Employer/firm

Address

Date of employment

RECOMMENDATIONS

17. Please provide letters of recommendation from two individuals and list their names below. Letters should be written on the recommenders' own letterhead. The Admission Committee may wish to consult your references directly.

Name

Position/title

Place of employment

Address

City State Zip

Email Telephone/extension

Name

Position/title

Place of employment

Address

City State Zip

Email Telephone/extension

TEST INFORMATION

18. MBA, GMBA, online MBA, MSA, MSF, MSFSB, MST, Executive MBA: please indicate the date on which you took or plan to take the Graduate Management Admission Test (GMAT).

MM / YY Total score ________________

19. Have you had your score sent to Suffolk by the testing agency?

☐ Yes If yes, when MM / DD / YY

☐ No If no, please contact GMAT at (609) 771-7330.

SUFFOLK UNIVERSITY'S SCHOOL CODE IS 3771.
**ACADEMIC INFORMATION**

20. Please list all colleges, universities, and graduate schools you have attended:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>MM / YY to MM / YY</th>
<th>Dates attended</th>
<th>MM / YY</th>
<th>Major</th>
<th>Degree</th>
<th>Date of graduation</th>
</tr>
</thead>
</table>

21. Please have official transcripts from every institution listed in question 20 sent to:
Office of Graduate Admission
Suffolk University
8 Ashburton Place
Boston, MA 02108-2770

**FINANCIAL INFORMATION**

23. Will you be receiving tuition assistance, remission, or reimbursement from your employer to help pay for graduate school?

- [ ] Yes
- [ ] No

24. Will you be receiving any other source of assistance, remission, or reimbursement to help pay for graduate school?

- [ ] Yes
- [ ] No

25. Percentage of tuition reimbursement per academic year ___%  

**ACTIVITIES AND ACHIEVEMENTS**

26. In order of their importance to you, please list any major academic, professional, and/or community activities in which you have participated:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
<th>Offices held or recognition</th>
</tr>
</thead>
</table>

27. Please list any publications, awards, or honors you have received (academic, professional, community, military, or other):

<table>
<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
<th>Offices held or recognition</th>
</tr>
</thead>
</table>

You may include additional information on an attached sheet or include a resume.
STATEMENT OF PROFESSIONAL GOALS

28. On a separate sheet of paper, please give a thoughtful, candid analysis of your professional objectives, both long and short term, and indicate how the graduate program for which you are applying will help you achieve them. IMPORTANT: Place your name, signature, and date on every page of your personal statement.

FOR GLOBAL MBA APPLICANTS ONLY: Please respond to the following question in addition to the Statement of Professional Goals. What international or cross-cultural background, interests, and/or professional experiences will you bring to the Global MBA program, and how will they add value to the classroom and your future career?

APPLICATION FEE

29. Please attach a $50 nonrefundable fee in the form of a check or money order (payable to Suffolk University) to your completed application. Do not send cash or foreign currency.

SOURCE OF CONTACT

30. How did you learn about the graduate program to which you are applying?

☐ Career placement office of your undergraduate institution

☐ Radio commercial ____________________________

☐ Friends or colleagues who are Suffolk alumni or current students

☐ Mailing from Office of Graduate Admission ____________________________

☐ Relatives who are Suffolk alumni or current graduate students

☐ Web site ____________________________

☐ College Fair ____________________________

☐ Other ____________________________

☐ Suffolk Graduate Information Session ____________________________

☐ Whom should we thank for referring you to Suffolk University?

☐ Newspaper/magazine ad ____________________________

Name ___________________________________________________

Publication ____________________________

Address___________________________________________________

Line ____________________________

Month/year ____________________________

REQUiRED SIGNATURE

31. I certify that the information contained in this application is complete and accurate.

Signature ____________________________

Date MM / DD / YY ____________________________

IF YOU ARE NOT A US CITIZEN OR A PERMANENT RESIDENT OF THE UNITED STATES, YOU MUST ALSO COMPLETE THE INTERNATIONAL STUDENT APPLICATION ON PAGE 6.
GRADUATE APPLICATION FOR ADMISSION

If you are not a US citizen or a permanent resident of the United States, you must complete this application.

INTERNATIONAL STUDENT APPLICATION—FOR INTERNATIONAL APPLICANTS ONLY

1. Name:

<table>
<thead>
<tr>
<th>Last/Family name</th>
<th>First/Given name</th>
<th>Middle name</th>
<th>Maiden name</th>
</tr>
</thead>
</table>

2. Home country address: (You must list a foreign address for visa purposes.)

<table>
<thead>
<tr>
<th>Street/PO box</th>
<th>City</th>
<th>Country</th>
<th>Postal code</th>
<th>Telephone</th>
</tr>
</thead>
</table>

3. Current US address (if applicable):

<table>
<thead>
<tr>
<th>Street/PO box</th>
<th>City</th>
<th>State</th>
<th>Zip code</th>
<th>Telephone</th>
</tr>
</thead>
</table>

4. Date of birth: MM / DD / YY

5. City and country of birth:

6. Country of citizenship:

7. VISA/IMMIGRATION INFORMATION

To be eligible for Suffolk University fellowship awards or work study, you must have F-1 or J-1 visa status.

Do you currently hold any type of US visa/immigration status?

□ Yes If yes, visa type □ F-1 □ J-1

□ Other visa type ____________________________

University or Employer sponsor ____________________________

All applicants holding a US B-1 or B-2 visitor visa must obtain an F or J visa before enrolling in courses.

□ No

8. If you hold an F-1 visa and are a transfer student from a US university, answer the following questions for SEVIS.

8a. Date of entry to the US MM / DD / YY

8b. Date of commencement of study at first institution MM / DD / YY

8c. I-94 number ____________________________

8d. SEVIS ID number if enrolled in SEVIS ____________________________

9b. Have you had your TOEFL score sent to Suffolk by the testing agency?

□ Yes If yes, when? MM / DD / YY

□ No If no, please contact TOEFL at (609) 771-7100; Suffolk University's school code is 3771.

9c. Please indicate your last name or family name as it appears on the TOEFL report.

10. Are you planning to bring a dependent with you to the United States?

□ Yes □ No

INTERNATIONAL STUDENT INFORMATION

Suffolk University's graduate programs welcome applications to our full-time programs from fully qualified international students.

- In addition to the regular application materials, international students whose native language is not English must submit an official TOEFL score. To be fully admitted to any graduate program, the student must achieve a score of 213 or above on the computer-based test or 550 or above on the paper and pencil-based test. An official copy of the test results must be sent directly from the Educational Testing Service in Princeton, New Jersey. The TOEFL requirement may be waived for international students who are permanent residents of the United States or who have received a baccalaureate degree from a US college or university within the past two academic years.

- International students must submit a Statement of Financial Resources (showing US dollar equivalents) certifying that sufficient funds exist to cover all academic and living expenses for full-time graduate study.

- Because of visa processing regulations, the Office of Graduate Admission must produce I-20 forms by July 23 for fall admission and November 15 for spring admission. Therefore, international students who need I-20 forms must submit completed applications and financial information by July 15 or November 1.

- It is recommended that full-time international MBA students apply for the fall or spring semesters only.
### Tuition and Fees

<table>
<thead>
<tr>
<th></th>
<th>Per Year</th>
<th>Per Course (3 credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FULL-TIME</td>
<td>PART-TIME</td>
</tr>
<tr>
<td>MBA</td>
<td>$24,198</td>
<td>$2,418</td>
</tr>
<tr>
<td>GLOBAL MBA</td>
<td>$26,850</td>
<td>$2,685</td>
</tr>
<tr>
<td>MPA</td>
<td>$20,104</td>
<td>$2,010</td>
</tr>
<tr>
<td>MHA</td>
<td>$20,104</td>
<td>$2,010</td>
</tr>
<tr>
<td>MSF</td>
<td>$26,470</td>
<td>$2,646</td>
</tr>
<tr>
<td>MSFSB</td>
<td>$26,470</td>
<td>$2,646</td>
</tr>
<tr>
<td>MSA</td>
<td>$24,198</td>
<td>$2,418</td>
</tr>
<tr>
<td>MST</td>
<td>$24,198</td>
<td>$2,418</td>
</tr>
<tr>
<td>GDPA</td>
<td>$24,198</td>
<td>$2,418</td>
</tr>
<tr>
<td>CASPA</td>
<td></td>
<td>$2,010</td>
</tr>
<tr>
<td>APC</td>
<td></td>
<td>$2,418</td>
</tr>
<tr>
<td>ACT</td>
<td></td>
<td>$2,418</td>
</tr>
<tr>
<td>CPASF</td>
<td></td>
<td>$2,646</td>
</tr>
<tr>
<td>Executive MBA</td>
<td></td>
<td>$3,018</td>
</tr>
<tr>
<td>Online MBA</td>
<td></td>
<td>$2,418</td>
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<tr>
<td>CAPS (MPA only)</td>
<td></td>
<td>$2,010</td>
</tr>
<tr>
<td>MAPS (MBA only)</td>
<td></td>
<td>$2,418</td>
</tr>
<tr>
<td>MBA/GDPA</td>
<td>$806/credit</td>
<td></td>
</tr>
<tr>
<td>MBA/MSA</td>
<td>$806/credit</td>
<td></td>
</tr>
<tr>
<td>MBA/MSF</td>
<td>$845/credit</td>
<td></td>
</tr>
<tr>
<td>MBA/MST</td>
<td>$806/credit</td>
<td></td>
</tr>
<tr>
<td>MPA/MS in</td>
<td>$659/credit</td>
<td></td>
</tr>
<tr>
<td>Counseling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MPA/MS in</td>
<td>$680/credit</td>
<td></td>
</tr>
<tr>
<td>Criminal Justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MPA/MSPS</td>
<td>$692/credit</td>
<td></td>
</tr>
<tr>
<td>JD/MBA</td>
<td>$1,091/credit</td>
<td></td>
</tr>
<tr>
<td>JD/MPA</td>
<td>$998/credit</td>
<td></td>
</tr>
<tr>
<td>JD/MSF</td>
<td>$1,076/credit</td>
<td></td>
</tr>
<tr>
<td>ACTIVITY FEE</td>
<td>$10</td>
<td>$10*</td>
</tr>
<tr>
<td>COMPUTER FEE</td>
<td>$50</td>
<td>$20*</td>
</tr>
<tr>
<td>MBA PROGRAM FEE</td>
<td>$200**</td>
<td>$200**</td>
</tr>
</tbody>
</table>

**Please Note:**
- These tuition rates are for fall and spring semesters only. If you take courses in the summer, you will be charged additional tuition on a per-course basis.
- Most courses at SSOM are 3-credit courses, except for the Global MBA. Therefore, the price per course listed here is for 3-credit courses.
- The joint degree JD programs offered with the Law School are priced per credit.
- The Online MBA program has additional technical fees per course. The fees are $80/1, 1.5, and 2 credits; $120/3 credits.
- Global MBA tuition noted in table does not include 2 fall credits at $895 each for GMBA 600 (off-campus retreat) plus travel fees; 3 spring credits at $895 each for GMBA 700 (travel course) plus travel fees (vary depending on course selected). For more details about Global MBA tuition and fees, please contact Global MBA office.

* Students taking MBA Online courses are not charged the activity and computer fees
** One-time fee for entering MBAs (does not apply to Executive MBAs or Global MBAs)
There is no better living and learning environment for a young professional or graduate student than Boston.
Directions to the Office of Graduate Admission at Suffolk University

BY PUBLIC TRANSPORTATION:
The University is within easy walking distance of public transportation (MBTA). The closest T stops are: on the Red and Green Lines, Park Street; on the Blue and Green Lines, Government Center; or on the Orange Line, State Street. The closest commuter rail stop is North Station.

BY CAR:
Please note that directions are based on most recent information based on the opening of the I-93N tunnel and construction changes to I-93S. You can check the Big Dig Web site at www.bsig.com/thtml/traffic.htm or the Massachusetts Turnpike Web site at www.masspike.com/ for more information.

From the North:
Take Interstate 93S or Rt. 1 South (the two merge in Boston) to the Callahan Tunnel, Logan Airport exit. At end of ramp turn right onto North Street; proceed to the first traffic light, intersection of North Street and Congress Street. Turn right onto Congress Street; follow the signs to the Government Center Garage on New Chardon Street (Safe Harbor Parking) approximately 3 blocks ahead on your left.

From the South:
Take Interstate 95N to Interstate 93N to Boston; enter the new I-93N tunnel; take left hand exit 26 (Storrow Drive). After exiting, you will be on Martha Road/ Nashua Street; the Fleet Center will be on your left; continue until the light on Stanford Street. Turn left onto Stanford Street and follow until the next light at the intersection of Cambridge Street. Take a right onto Cambridge Street to the public parking garage adjacent to the Holiday Inn.

From the West:
Take Massachusetts Turnpike 90 East to Interstate 93N; enter the I-93N tunnel. Take left hand exit 26 (Storrow Drive). After exiting, you will be on Martha Road/Nashua Street. Follow directions from above after Stanford Street.

BY AIR:
Logan Airport is approximately five miles by car or taxi. Or, take the MBTA Blue line from the Airport to the Government Center T-stop.

Driving from Logan Airport: Exit the airport and follow the signs to Boston/Sommer Tunnel. (There is a $3 toll when traveling from the tunnel into Boston.) Upon exiting the tunnel bear right. Immediately after the first traffic light, take the second left and then a sharp left onto Blackstone Street. At the end of Blackstone Street turn right onto North Street. Proceed to the first traffic light, intersection of North Street and Congress Street; turn right onto Congress Street. Follow the signs to the Government Center Garage on New Chardon Street (Safe Harbor Parking) approximately 3 blocks ahead on your left.

NEARBY PUBLIC GARAGES:
Longfellow Towers Garage at Stanford Street; Charles River Plaza Garage at Cambridge Street; Government Center Garage at New Sudbury Street; Charles River Garage at Lomasney Way; Province Street Garage.
Mission Statement
We create a learning environment that enables our students to emerge as successful leaders in the practice of global business and public service. We value excellence in education and research, and work with our students, alumni, and business partners to achieve it.

Front Cover
Night shot of Boston's Leonard P. Zakim Bunker Hill Bridge, the world's widest cable-stayed bridge. Before his death in 1999, Zakim served for 20 years as a regional director of the Anti-Defamation League and helped to form The Team Harmony Foundation. He was known for “building bridges” between Boston's ethnic communities. Zakim's message of equality and nondiscrimination is echoed throughout Suffolk University's graduate and undergraduate programs.

Suffolk University is accredited by the New England Association of Schools and Colleges, AACSB International-The Association to Advance Collegiate Schools of Business, and by the National Association of Schools of Public Affairs and Administration (NASPAA). The Sawyer School is the first business school in Boston to receive AACSB-International accreditation of its MSA and MST programs.