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2018

### **Suffolk University Graduate Academic Catalog, College of Arts and Sciences and Sawyer Business School, 2018-2019**

Suffolk University

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# ACADEMIC CATALOG GRADUATE POLICIES ARCHIVE 2018-2019

In this Section



All students are expected to abide by all policies included in the Suffolk University Academic Catalog.

University Policies are presented in the context where they are considered to be most applicable. In addition to the policies contained in this Academic Catalog, policies and procedures are located in:

- The Student Handbook, which contains policies and procedures that govern student conduct and other aspects of campus life at Suffolk University
- Policies and Procedures, a partial summary with links to selected policies
- Academic departments.

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# ACADEMIC STANDING ARCHIVE 2018-2019

In this Section



## – **Satisfactory Progress Policy Archive 2018-2019**

Federal regulations require students to demonstrate satisfactory academic progress (SAP) in order to qualify for any form of financial assistance (grants, scholarships, loans, or employment). Satisfactory progress is evaluated at the end of each academic term by Student Financial Services independently of the Academic Standing Committee of each school. Please refer to the **[Graduate SAP policy \(/law/admission/tuition-aid/policies/satisfactory-academic-progress-policy\)](/law/admission/tuition-aid/policies/satisfactory-academic-progress-policy)** for academic progress requirements.

Graduate students are required to maintain a minimum cumulative grade point average of 3.0.

## – **CAS Academic Standing Policy Archive 2018-2019**

At the conclusion of each semester, the Graduate Academic Standing Committee reviews the records of graduate students failing to make satisfactory academic progress. The Committee may choose to take one of the following actions, or may take other actions specific to the noted deficiency in the student file. Written notification of all actions taken by the Committee is communicated to the student in a timely fashion.

### **Academic Warning:**

- Two or more grades of I or W in a given semester, **or**
- Any grade below B, with a cumulative GPA above 3.0

### **Probation:**

- A semester GPA below 3.0, **or**

- A cumulative GPA below 3.0 for the first time

Note: Students are placed on probation with specific conditions to be met in the subsequent semester.

## **Dismissal:**

- A cumulative GPA below 3.0 for any two semesters, **or**
- Violation of professional or ethical standards, **or**
- Failure to make satisfactory progress toward completion of the degree, **or**
- Failure to meet the conditions of probation

A student dismissed from any dual degree program is dismissed from all programs that constitute the dual degree. Dismissals are recorded on the student transcript.

A student may appeal any decision in writing to the dean of the college within 30 days of receipt of the notice of action taken by the committee. The dean or designee will then make a final determination at the conclusion of a full investigation. (Please consult the published statements of individual graduate programs for any additional academic guidelines and policies regarding specific program requirements.)

## **Re-Admission to Suffolk University**

Degree requirements for doctoral programs must be completed within eight consecutive years from the matriculation into the doctoral program. Degree requirements for all master's programs are normally completed within five years after the start of graduate work.

A student previously enrolled in a College of Arts & Sciences graduate degree program who has not been officially enrolled for two or more semesters (fall/spring) or who did not comply with the terms of an applied leave of absence must apply for readmission and meet the following criteria to be considered for re-entry:

### **A student seeking re-entry 5 or less years since their last enrollment:**

- Submit a Re-Entry Form and resume to the Office of Graduate Admission.

- If the student is in good academic standing, with no outstanding payment issues, the Office of Graduate Admission will issue official Re-Entry Admission letter.
- Students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
- All review of prior coursework and academic performance will be handled on a case by case basis for relevance and currency following current waiver and transfer policies.

### **A student seeking re-entry with more than 5 years and less than 7 years since their last enrollment:**

- Submit a Re-Entry Form and resume to the Office of Graduate Admission
- The graduate program director will make admit decision based on consideration of the earned Suffolk grades in the graduate program to date and a letter explaining why the student left the program and detailing professional activity that supports readmission.
- If readmitted, students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
- All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.

### **A student seeking re-entry with 7 or more years since their last enrollment:**

- Must completely re-apply to the program including application for admission, new GRE (if required for standard admission to the program), and all other components of a standard first-time application to the program
- If admitted, students will be subject to the academic requirements for the degree at the time of readmission and admitted under the current catalog year
- All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.

### **Pass (“P”) / Fail (“F”) Option**

Practica, internships, theses, and designated field experiences are typically taken on a pass/fail basis. Exceptions to this policy are only at the discretion of the respective program directors.

A Pass (“P”) grade may be applied toward fulfilling degree credits, but will not be applied toward the cumulative grade point average.

## **Transfer Credit**

In all cases, students should consult individual departments for the requirements of a particular program. Unless otherwise stated, the general rule is that a maximum of 6 graduate credits in the field of specialization from an accredited institution will be transferable toward a master’s degree at Suffolk University. Courses offered for transfer credit must have a minimum grade of “B,” must not have been part of another earned degree, and must be declared at the time of matriculation.

Students requesting transfer credit should see their respective program director and file such requests within the first semester of a graduate program at Suffolk University.

### **– SBS Graduate Academic Standing and Re-Entry Policies Archive 2018-2019**

## **SBS Graduate Academic Standards**

Graduate students in the Sawyer Business School are expected to earn at least a B (3.0) in all courses attempted. Students must have a cumulative grade point average (GPA) of 3.0 at the completion of each semester as well as to graduate. Failure to maintain this average can lead to academic dismissal. It is the student’s responsibility to monitor his/her academic progress. Formal guidelines for academic performance and consequent actions are as follows:

## **Warning**

- Issued when a semester’s GPA falls below 3.0 for the first time
- Issued when a student receives a 2nd “C” grade (C or C+) with a cumulative GPA of at least 3.0
- Issued when a student receives a 2nd Incomplete grade (I)

## **Probation**

- Issued when a student’s cumulative GPA falls below 3.0
- Issued when a student receives an “F” grade with a cumulative GPA above 3.0

## **Extended Probation**

Given for serious extenuating circumstances on a case by case basis

### Steps for granting Extended Probation

1. Student must meet with the program director and provide documentation outlining extenuating circumstances
2. Program director must forward the student's documentation and provide a letter of support as well as an agreed upon plan of action to the dean of graduate programs

## Dismissal

- May be issued when a student receives a 2nd "F" grade
- May be issued when a student does not meet the conditions of his/her probation in the semester following the probationary term

Once a student is dismissed from Suffolk University, s/he is no longer considered a Suffolk University student. A student dismissed from any dual degree program is dismissed from all programs that constitute the dual degree. Dismissals are recorded on the student transcript. A student seeking re-admission to a single Sawyer Business School program must complete a new application for admission and provide supporting documentation required for admission consideration. Students will be evaluated on a case by case basis.

## Applying to Return to the University

### Appeal for Readmission

A student may appeal for readmission to the program from which they were dismissed by taking the following steps.

1. Provide the Program Director with a petition, in writing, requesting readmission within 14 days of receiving the dismissal letter. The petition letter should include your personal contact information, including your former Suffolk University ID. In it, you should address any difficulties or extenuating circumstances you experienced while you were enrolled in your degree program that resulted in the academic performance that led to your dismissal.
2. Meet with the Program Director and provide documentation outlining any such extenuating circumstances, e.g., transcripts from other institutions, letters from a current faculty member, etc.
3. If the Program Director agrees to support your appeal, develop an agreed-upon plan of action together with the Program Director. The student's plan of

action should describe steps he/she have taken and/or will take to improve their situation, i.e., academic performance, medical condition, financial hardship, etc.

4. The Program Director must forward the student's documentation, plan of action and provide a letter of support to:

Michael Behnam, Ph.D.  
Dean of Graduate Programs  
Sawyer Business School  
120 Tremont Street  
Boston, MA 02108-2770

The student will be notified of the decision in writing by the SBS Dean of Graduate Programs.

- If readmission is denied, the student is dismissed without any opportunity to appeal for readmission to the Program.
- If readmission is granted, the student's progress will be closely monitored by the Program Director. If satisfactory progress is not achieved as defined in the agreed-upon action plan, the student will be dismissed with no opportunity for readmission to the Program.

For more information, please call the Graduate Programs Office at 617-573-8088.

**Attention International Students:** If your appeal is successful and you are readmitted, bring a copy of your readmission letter to the International Student Services Office located on the 9th Floor of 73 Tremont Street- 617-573-8154, if you are on a visa or I-20. This re-admittance is academic and does not ensure that the university will be able to reinstate you through immigration.

## **Policy for students seeking re-entry since their last enrollment:**

A student previously enrolled in a Sawyer Business School graduate degree program who has not been officially enrolled for two or more semesters (fall/spring) or who did not comply with the terms of an applied leave of absence must apply for readmission and meet the following criteria to be considered for re-entry:

1. A student seeking re-entry 5 or less years since their last enrollment:
  - Submit a Re-Entry Form and resume to the Office of Graduate Admission.
  - If the student is in good academic standing, with no outstanding payment issues, the Office of Graduate Admission will issue official Re-Entry Admission letter.

- Students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
- All review of prior coursework and academic performance will be handled on a case by case basis for relevance and current following current waiver and transfer policies.

2. A student seeking re-entry with more than 5 years and less than 7 years since their last enrollment:

- Submit a Re-Entry Form and resume to the Office of Graduate Admission
- Dean of SBS graduate programs will make admit decision based on the following:
  - Why the student left the program
  - Earned Suffolk grades in the graduate program to date
  - Resume – what student has done since leaving the program
  - GMAT or GRE score taken when admitted to the program (if testing was required)
- If readmitted, students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year.
- All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.

3. A student seeking re-entry with 7 or more years since their last enrollment:

- Must completely re-apply to the program including application for admission, new GMAT or GRE (if required for standard admission to the program), and all other components of a standard first-time application to the program
- If admitted, students will be subject to the academic requirements for the degree at the time of readmission and admitted under the current catalog year
- All review of prior coursework and academic performance will be handled on a case-by-case basis for relevance and currency following current waiver and transfer policies.

4. All re-entry applicants to the Executive MBA shall do the following:

- Submit a Re-Entry Form and resume to the Office of Graduate Admission

- The Office of Graduate Admission will send these documents to the Executive MBA Academic director
- The Academic director will make the admit decision based on the following:
  - Why the student left the program
  - Earned Suffolk grades in the graduate program to date
  - Resume – what student has done since leaving the program
  - GMAT or GRE score taken when admitted to the program (if testing was required)
- If readmitted, students will be subject to the academic requirements for the degree at the time of readmission and readmitted under the current catalog year. Review of the prior coursework and academic performance will be handled on a case-by-case basis.

#### 5. Re-entry due to Military Service

Suffolk University will make the necessary accommodations to work with service members or reservists due to service requirements. Students are encouraged to view the University's [webpage](#) regarding veterans and active duty military for more information.

## Incomplete

"I" (Incomplete) indicates a student has done passing work in a course but has not yet submitted all the outstanding work required for a formal evaluation. The "I" is awarded at the instructor's discretion, only if the student has completed at least half of the course requirements satisfactorily at the end of the semester, and there is a reasonable expectation that all course requirements can be completed in one academic year. An "I" must be formally re-evaluated by the instructor within one academic year, resulting in an evaluation grade or an extension of the "I," or it automatically converts to an "F\*."

## Retaking a Course

A student may retake only one graduate course in his/her graduate program where an "F" grade has been received. The new grade will be included in his/her GPA. The original "F" will remain on the transcript but will not be included in the GPA. The repeated course must be completed within one academic year.

If a second "F" is received, the grade will remain on the transcript and be included in the GPA.

A passing grade must be earned in all required courses.



Students can appeal to the Sawyer Business School dean of graduate programs for readmission.

## **Waiver/Transfer Credit**

In all cases, students should consult individual program departments for the requirements of a particular program. In general, courses waived or transferred must have a minimum grade of “B” and must not have been part of another earned degree.

## **Residency Requirement**

To be awarded a master’s degree from the Sawyer Business School, students must successfully complete a minimum of 31 credits, within the Business School, as well as meet the individual requirements of a particular program. The MBA program requires students must successfully complete a minimum of 34 credits, within the Business School. Residency requirements by program can be found within the program’s waiver/transfer policy.

## **Time for Degree Completion**

Degree requirements for all master’s programs must be completed within five years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0 (“B”) or better is achieved for the entire graduate program. Students requesting an extension for the time of degree completion must submit it in writing and will be evaluated on a case-by-case basis.

### **– Academic Misconduct Policy Archive 2018-2019** **Academic Misconduct**

Suffolk University expects all students to be responsible individuals with high standards of conduct. Students are expected to practice ethical behavior in all learning environments and scenarios, including classrooms and laboratories, internships and practica, and study groups and academic teams. Cheating, plagiarism, unauthorized collaboration, use of unauthorized electronic devices, self-plagiarism, fabrication or falsification of data, and other types of academic misconduct are treated as serious offenses that initiate a formal process of inquiry, one that may lead to disciplinary sanctions. Some cases of academic misconduct

may be reviewed and resolved at the academic departmental level; other more egregious forms of academic misconduct necessitate a full review by the Academic Misconduct Committee (AMC).

## **Resolving Incidents of Academic Misconduct**

A faculty member suspecting academic misconduct will contact the student using the Suffolk email address to schedule a meeting and will make all effort to do so within five business days of detecting the incident. During the meeting, the faculty member will present the documentation that led to suspected academic misconduct. If the faculty member reaches the conclusion that academic misconduct has occurred, he or she may impose limited sanctions that are meant to acknowledge the behavior in the context of providing remediation and addressing skill development. These sanctions involve grade reductions to student work that constitutes up to 25% of the course grade (e.g., homework; short papers; quizzes) and frequently include some form of remediation.

When the suspected academic misconduct involves student work that constitutes more than 25% of the course grade, or if an F grade (0 credit) on the assignment is recommended as a sanction, the faculty member will consult with the department chair (or program director) prior to imposing the sanction. If the faculty member and chair agree on a determination of academic misconduct, the sanction may be imposed.

If a determination of academic misconduct is made and a sanction is imposed, the faculty member must complete the Academic Misconduct Incident Form (available online) and submit it electronically to the AMC coordinator who will document the incident, along with the written documentation of misconduct, in the AMC internal record. A student may appeal the determination of academic misconduct, but not the sanction, by requesting a hearing before the full AMC. Appeals should be filed with the AMC coordinator within ten business days of receiving the sanction.

If the suspected academic misconduct involves actions that the faculty member and chair believe warrant an F grade in the course, or if there is disagreement between the faculty member and chair on the appropriate sanction, then the incident must be forwarded directly to the AMC for committee review. Examples include, but are not limited to, the following: cheating on exams; group cheating; submitting purchased term papers or term papers with extensive copying or use of external sources without citation; and fabrication or falsification of research data. If the faculty member and chair suspect an incident of this type, they must file an incident report form with the AMC coordinator to initiate a full committee review. The AMC

coordinator will schedule a hearing at the next standing meeting of the AMC, generally within ten business days of receipt of the incident form. The faculty member will submit all documentation to the AMC coordinator who will email the student (using Suffolk email) a notice to appear for a hearing. At the hearing, a determination is made by the committee, regardless of whether or not the student is in attendance; imposition of sanctions is made by committee vote. A determination letter is then sent to the student, the faculty member, and the chair.

A full review by the AMC, as described above, will also occur if multiple incident reports for a single student are detected in the AMC internal record.

AMC hearings are not open to the public. Therefore, members of the Suffolk University community who are not directly involved in the allegation and friends, parents, partners, siblings, legal counsel, and others are not permitted in the room where the AMC hearing takes place but may wait nearby for support purposes. Formal rules of process, procedure, or evidence such as those applied in civil or criminal courts are not used in the AMC. Members of the AMC will recuse themselves from a case when appropriate. Student conduct that warrants sanctions may result in forfeiture of all Suffolk scholarships, financial aid, or monies paid.

Sanctions imposed by the AMC may include but are not limited to a reprimand; a remediation plan; a grade of F in a course; probation; and/or dismissal. A sanction grade of F in a course will be factored into the overall grade point average regardless of whether or not the course is successfully repeated. A student found responsible for academic misconduct and sanctioned by the AMC may file one appeal to the provost (or designee) by sending a written letter of appeal within ten business days. (A graduating student must initiate the appeal process no later than three days prior to commencement.) Appeals are considered only if there is additional information not available at the time of the hearing or a procedural error that calls into question the determination of academic misconduct. Students must include a statement of why the additional information should be considered and why it was not presented at the time of the original hearing. The decision of the provost is final.

## ***Grading Students under Review for Academic Misconduct***

Faculty, department chairs, program directors, and the AMC will work diligently to ensure timely review and closure of cases of academic misconduct. In some cases, however, it may not be possible to reach a determination or impose a sanction prior to the deadline for submitting course grades. In this case, the faculty member will not submit a grade for the student, but will leave the grade field blank. Once a

determination has been made, the faculty member will complete a change of grade form, with an explanation of the grade change that includes a brief statement of how the sanction impacted the final course grade.

## ***Membership of the Academic Misconduct Committee***

The AMC hears cases of alleged academic misconduct involving students in the College of Arts and Sciences (CAS) and the Sawyer Business School (SBS). The committee consists of two CAS faculty members, appointed by the CAS dean; two SBS faculty members, appointed by the SBS dean; the CAS and SBS assistant deans who convene the Academic Standing Committees in their respective schools; and a non-voting dean from Student Affairs. At the start of the academic year, AMC members elect a committee chair; the chair casts the deciding vote in the case of a tie.

All full-time CAS and SBS faculty are eligible to serve on the committee with the exception of non-tenured, tenure-track faculty. Associate deans from the two schools may be asked to attend as ex officio members when particular background or expertise is requested by the committee.

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# CREDITS & GRADING ARCHIVE 2018-2019

In this Section



## – Transcripts **Transcript of Record**

A transcript is an academic document or electronic image maintained by the Office of the Registrar that reflects the unabridged student academic history at Suffolk University. Transcripts include course work from other institutions whose credits are awarded at the time of entrance or approved transfer credit after the student enrolls at the University.

The University reserves the right to refuse to issue a transcript of any student who has not fulfilled all financial obligations due to the University. A financial hold will be placed on a student record if the student is either delinquent or has defaulted on loans.

Transcript requests must be submitted online or in writing to the Office of the Registrar.

## – Part-time/Full-time Status

Most graduate programs are offered on a part-time and full-time basis. Part-time and full-time are dependent on the number of registered credits within a given semester. Once admitted to a graduate program, a student may move from full-time to part-time or part-time to full-time by simply changing the number of credits for which they are registered. However, a student is initially admitted with a full-time or part-time status. There are tuition and financial aid ramifications associated with full-time and part-time status.

## **Defined by Credits** **SBS Students**

Full-time status for graduate programs is defined as 12 to 15 credits. A student must be registered for at least 12 credits to be considered full-time. A maximum of 15 credits is allowed.

Part-time status for graduate programs is defined as 1 to 11 credits. A student must be registered for at least 1 credit to be considered part-time. A maximum of 11 credits is allowed.

Students must complete and have approved an Excess Course Petition Form if they would like to request permission to register for more than 15 credits. The only exception to this policy is the semester in which a student registers for the following combination of 1-credit courses, SBS-700 and/or FIN-601 or SBS 700 and/or MBA 701.

Fall and Spring Sessions: Students who meet the following criteria will be considered for enrolling in more than 15 credits:

1. The student has a minimum cumulative GPA of 3.0 and is in good academic standing.
2. Evaluation of a student's excess course request(s) will be done on a case-by-case and course-by-course basis to ensure a student's success within their program. Petition must be approved by program director and assistant dean of graduate programs.
3. Must demonstrate extenuating circumstances for the request.
4. Has consulted with the program director/advisor who will review the excess course petition, in addition to, the degree completion options for the student.

Summer Sessions: Six credits per summer session constitute a full-time schedule (maximum of 12 credits across all summer sessions). Students must seek permission to register for any excess credits and demonstrate extenuating circumstances for the request. The above criteria for fall and spring sessions will be used when evaluating the petition.

## **CAS Students**

Full-time status is defined as 12 credits for CAS graduate programs except for the PhD in Economics, which is defined as 9 credits. Students must submit an Excess Course Petition form to the CAS Dean's Office if they plan to register for more than 12 credits (9 in Ph.D Economics program).

## Tuition Implications

Full-time: The University sets a full-time tuition rate charged fall and spring semesters. If a student enrolls in excess credits, the additional credits are charged at a **pro-rated per-credit fee (/graduate-admission/graduate-tuition-aid/graduate)**. (<https://www.suffolk.edu/explore/16410.php>)

Part-time: The University sets a part-time per-credit tuition rate.

Summer: All students registered for credits in a summer term are charged at the per-credit tuition rate.

For current full-time, part-time, and excess tuition rates visit the (<http://www.suffolk.edu/explore/27373.php>) **Bursar's Office** (</about/directory/student-account-services>).

Visit (<http://www.suffolk.edu/admission/18667.php>) **Student Financial Services** (</graduate-admission/graduate-tuition-aid>) for information regarding full-time or part-time status and eligibility for financial aid.

### – **Grading System**

The following grading system applies to all graduate students.

Letter Grade	Honor Point Equivalent per Credit
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0

"A," "A -," "B+," and "B" represent satisfactory work.

"B-", "C+", and "C", represent passing but unsatisfactory work.

"F" is a failing grade. It indicates that the student has not completed all course requirements in a satisfactory manner. Students who stop attending a course without having complied with the official withdrawal procedure can anticipate receiving a grade of "F." The "F" grade becomes a permanent part of a student's record and cannot be expunged even if the course is successfully retaken.

"I" (Incomplete) indicates a student has done passing work in a course but has not yet submitted all the outstanding work required for a formal evaluation. The "I" is awarded at the instructor's discretion, only if the student has completed at least half of the course requirements satisfactorily at the end of the semester, and there is a reasonable expectation that all course requirements can be completed in one academic year. An "I" must be formally re-evaluated by the instructor within one academic year, resulting in an evaluation grade or an extension of the "I," or it automatically converts to an "F\*."

Students must complete coursework with the original instructor. The change in the "I" grade must be made by the original instructor, or in his or her absence, by the department chair. If this is not possible, arrangements must be made through the department chair in concurrence with an assigned instructor.

F\* indicates that the student has not completed all the course requirements in a satisfactory manner in a course where they originally received an Incomplete grade. Incomplete grades expire to an F\* grade one year after the Incomplete grade was assigned. An F\* grade operates in the same manner as an F grade.

"IP" (In Progress) can be issued where by nature of the course content the course may not be complete by the end of the term. IP grades automatically convert to an "F\*" after one academic year.

"W" signifies official withdrawal from a course. A "W" is assigned administratively if a student:

1. Drops a course, following proper University procedure, between the end of the drop/add period and the withdrawal deadline of the semester, or
2. Drops a course or withdraws from school after the deadline of the semester with the written approval of the Students Affairs Office. Permission is given



only for valid cause such as debilitating illness, relocation, serious family crisis, or other circumstances beyond the student's control.

"AU" (Audit): In an audited course, a student will not receive credit or honor points; however, a student must pay the same tuition as if taking the course for credit. It is the student's responsibility to inform the instructor that he/she is auditing the course during the first two weeks of classes. Under no circumstances may a student change from the evaluative letter grade system to audit or vice versa after the first two weeks of classes.

A student who audits a course is responsible for attending classes and completing required coursework.

"P" or "F" (Pass/Fail): Selected graduate thesis, internship, and practicum courses may be graded on a pass/fail basis. A Pass ("P") grade may be applied toward fulfilling degree credits, but it will not be applied toward the cumulative GPA.

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

### – **Grievances: Academic** **Academic Complaints**

A student who has a complaint about a grade on a single assignment or exam or concerning the faculty member teaching a course should first speak with or email the faculty member. If the complaint is not resolved, then the student should bring the matter to the attention of the department chair or program director. If the complaint remains unresolved, then the matter should be brought to the attention of the academic dean's office of the school in which the course is offered

### **Grade Grievances**

There is a formal process for grieving a final course grade.

Within two weeks of the grade being assigned, the student should speak with or email the faculty member.

If, after communicating with the faculty member, the student believes that the grade had no basis in fact or was arbitrary, the student may then petition the department chair or program director in writing (or by email).

Students should keep copies of correspondence for their own records.

If the grievance is not addressed or resolved equitably after meeting with the department chair or program director, the student has 10 business days to file a formal grievance with the academic dean (or dean's designee) of the school in which the course is offered.

The academic dean (or dean's designee) will inform the student of a decision within 15 business days of receiving the formal grievance. The student may appeal this decision to the provost (or provost's designee), whose decision shall be final. It is the responsibility of the provost (or provost's designee) to come to a resolution of the grade dispute within 15 business days of receiving the formal grievance from the student.

A graduating student must initiate the grade grievance process no later than three days prior to commencement by emailing the faculty member and copying the department chair or program director.

Graduating students should be mindful that the grade grievance process may impact the awarding of Latin honors and may delay the date of degree conferral.

### **Grievances Related to Academic Accommodations for Students Registered with Disability Services**

Students with disabilities who believe they have received inappropriate treatment or inadequate service from the University pertaining to their granted accommodations have the right to file a grievance with Director of Disability Services. The grievance must be submitted in writing to [disabilityservices@suffolk.edu](mailto:disabilityservices@suffolk.edu) (<mailto:disabilityservices@suffolk.edu>) and should include a detailed description of the inappropriate or inadequate service and supporting documentation (when appropriate). Students with disabilities must indicate the resolution they are seeking.

Students with disabilities who are unsatisfied with the response from the Director of Disability Services may submit an appeal within 5 business days to the ADA Coordinator, Dr. Ann Coyne, Dean of Students, Student Affairs Office, 12th floor 73 Tremont Street, Boston, MA 02108, 617-573-8239, TDD: 617-557-4875 or [acoyne@suffolk.edu](mailto:acoyne@suffolk.edu). Students with disabilities must state the resolution they are seeking. The decision of the appeal by the Dean of Students is final.

## **Grievances Related to Students Enrolled in an Online Program**

Consistent with

### **– Credit Hour Definition**

#### **Suffolk University Follows the Federal Government's Definition of a Credit Hour:**

“...as an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutional established equivalence that reasonably approximates not less than -

(1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or

(2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.”

### **– Internships**

Students can only receive credit for an internship during the semester in which registered for the internship course. You cannot receive credit for an internship completed in a previous or future semester. In order to receive credit, you must be registered for the appropriate course prior to the add/drop date for that semester.

### **– Retaking a Course**

#### **College of Arts & Sciences Policy**

A student may retake only one graduate course in his/her graduate program where an "F" grade has been received. The new course grade will be included in his/her GPA. The original "F" will remain on the transcript but will not be included in the GPA unless the "F" grade was a result of academic misconduct, in which case both grades will be included in the GPA.

## **Sawyer Business School Policy**

A student may retake only one graduate course in his/her graduate program where an "F" grade has been received. The new grade will be included in his/her GPA. The original "F" will remain on the transcript but will not be included in the GPA. The repeated course must be completed within one academic year.

If a second "F" is received, the grade will remain on the transcript and be included in the GPA.

A passing grade must be earned in all required courses.

Students can appeal to the Sawyer Business School dean of graduate programs for readmission.

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# GRADUATION ARCHIVE 2018-2019

## – **Time To Completion Archive 2018-2019**

Degree requirements for doctoral programs must be completed within eight consecutive years from the matriculation into the doctoral program. Degree requirements for all master's programs are normally completed within five years after the start of graduate work.

## – **Application for Degree Archive 2018-2019**

Students are required to submit an application for degree, available through **MySuffolk** (<https://my.suffolk.edu>), to the Registrar's Office by the published deadline. It is expected that all obligations to the University, both academic and financial, will be completed at the close of that semester. Failure to comply with this requirement will delay graduation and participation in commencement

## – **Eligibility to Participate in Commencement Exercise**

In addition to those students who have completed in quality and quantity the requirements for their respective degrees, students meeting the following conditions may also participate in commencement exercises, if they:

1. Are within three courses of fulfilling their requirements.
2. Have met all other requirements for graduation (see specific programs for degree requirements).
3. In the event that a student has not completed all the required courses for graduation, he/she must arrange to complete the work outstanding in the Suffolk summer sessions immediately following graduation.
4. File the appropriate petitions in the Registrar's office. Completed petitions will be reviewed by the Registrar and the respective dean for approval.
5. It is critical that students have the **required 3.0 GPA** (</academics/academic-catalog-archives/graduate-academic-policies-archive-2018-2019/academic-standing-archive-2018-2019>) (see specific programs for degree requirements) at the time of commencement in order to participate in the ceremony.

**– Diplomas Archive 2018-2019**

Suffolk University diplomas include the degree awarded. A diploma does not include concentrations. Suffolk University transcripts include information related to the student's identity and academic history at the university including any concentrations.

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# REGISTRATION & ATTENDANCE ARCHIVE 2018-2019

In this Section



## – **Registration**

Registration materials (transcripts, course schedules, etc.) are available to all students in **My Suffolk** (<http://www.suffolk.edu/mysuffolk>) (login required) prior to faculty advising at the beginning of each term's pre-registration.

## – **Late Registration**

Registration is closed after the first full week of classes in any semester.

## – **Auditing a Class**

In an audited course, a student will not receive credit or honor points; however, a student must pay the same tuition as if taking the course for credit. Under no circumstances may a student change from the evaluative letter grade system to audit or vice versa after the first two weeks of classes.

A student who audits a course is responsible for attending classes and completing required coursework.

## – **Pass/Fail**

Selected graduate thesis, internship, and practicum courses may be graded on a pass/fail basis. A Pass ("P") grade may be applied toward fulfilling degree credits, but it will not be applied toward the cumulative GPA. A student who takes a course as Pass/Fail is responsible for attending classes and completing required coursework.

## – **Add/Drop or Change of Course**

Students may add, drop, or change courses online based upon availability and eligibility during the first week of the term. Any course addition after the first week must have written permission of the faculty member. Refer to the academic calendar for add and drop dates.

– **Withdrawal**  
**Withdrawing from the University**

If it becomes necessary for a student to withdraw from the University, the student is expected to complete an official withdrawal form available from the Division of Student Affairs. It is the student's responsibility to notify the University if they plan to withdraw. If you have questions, please call the Division of Student Affairs.

Tuition liability will be based on the date in which the withdrawal form is received by the Division of Student Affairs. Non-attendance does not constitute official withdrawal or dropping of a course.

**New/Incoming Students Wishing to Withdraw from All Courses Prior to the First Day of Classes or After Classes Have Started**

Any new graduate student who wishes to withdraw from all courses before the start of the term, must contact Graduate Admissions: 617-573-8302.

Graduate Admissions may defer the student's enrollment for another semester.

New/incoming students who wish to withdraw from all courses after the start of classes will be placed on a leave of absence. (See "Withdrawing from Classes Once the Fall or Spring Terms Have Begun" in the student handbook.

Students on leave will be required to meet the degree requirements under which they were admitted. A leave of absence may not be used for the purpose of taking academic courses at another institution with the intent of transferring the credits to Suffolk University. A leave of absence is granted through the Division of Student Affairs. Courses taken at other institutions while a student is on a leave of absence may not be transferred back to Suffolk University for credit. A matriculated student who does not return for reregistering at the specified semester will be classified as an official withdrawal and must apply for readmission through Graduate Admissions.

– **Leave of Absence**  
**Current/Returning Students Wishing to Take a Leave of Absence**

A leave of absence may be granted for two consecutive or two non-consecutive semesters (excluding summers). A student applying for a leave of absence must provide an expected date for return. Students on leave will be required to meet the degree requirements under which they were admitted. A leave of absence may not be used for the purpose of taking academic courses at another institution with the intent of transferring the credits to Suffolk University. A leave of absence is granted through the Division of Student Affairs. Courses taken at other institutions while a student is on a leave of absence may not be transferred back to Suffolk University for credit. A matriculated student who does not return for reregistering at the specified semester will be classified as an official withdrawal and must apply for readmission through the Office of Graduate Admission.

When the student is ready to return from a leave of absence, the student is encouraged to contact his/her graduate program director.

#### – **Attendance**

Federal regulations require universities receiving federal funding to implement a policy monitoring student attendance in class.

Instructors are responsible for establishing the requirements for attendance and participation in each of their classes and for informing students of these requirements at the beginning of each course.

The Office of Health & Wellness Services does not excuse student absences. The student, when absent from class, has the responsibility of obtaining knowledge of materials covered in classes missed, including information about announced tests, papers, or other assignments.

#### – **Administrative Withdrawal**

Students who are not on an official leave of absence and have been away for more than two semesters will be administratively withdrawn from the University. Students who have been administratively withdrawn must complete the **re-entry application** (<https://www.suffolk.edu/undergraduate-admission/information-for/previous-applicants-deferred-enrollment-re-entry/re-entry-application>) with admissions to re-enroll at the University.

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# STUDENT RECORD ARCHIVE 2018-2019

In this Section



## – **Change of Address/Name**

Students are required to notify the Registrar of any change of home or local address within 48 hours of the effective change date or any change of legal name. Suffolk University requires that a student's legal name be used on academic records and other official University documents.

All Suffolk University students are required to provide current emergency contact information each semester and when such information changes.

## – **Academic Record Status**

Student academic records are sealed at the time the degree is conferred. After this date, changes cannot be made to majors, concentrations, incompletes, grades, or other aspects of the academic record.

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# JD/MSJCS DUAL DEGREE (ARCHIVE 2018-2019)

The Juris Doctor/Master of Science in Crime & Justice Studies degree program is designed to serve the needs of professionals who must be conversant with legal principles and techniques as they work both within and beyond the boundaries of the crime and justice system.

- [Juris Doctor/Master of Science in Criminal Justice Studies Archive 2018-2019](#)

## Juris Doctor/Master of Science in Criminal Justice Studies Archive 2018-2019

### **Degree Requirements: 104 credits (80 Law School credits, 24 College of Arts & Sciences credits)**

The JD/MSJCS degree will be granted upon completion of 104 credits earned. Of this number, 80 credits must be completed in the Law School and 24 credits in the College of Arts & Sciences MSJCS curriculum. Specific course selections are arranged through the Associate Dean's office in the Law School and the MSJCS program director.

All summer credits applied to the final semester of the dual degree program have been determined based on the semester credits of each individual program so as not to permit students to enroll in fewer than two credits in the final semester.

All dual degree candidates are subject to Section II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the dual degree programs. Law School Regulation VII (E) states that a dual degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the dual degree.

Application to the dual degree program may be made before entering Suffolk University, during the first year of full-time study in the MSCJS program, or during the first or second year of study in the Law School. The following tracks correspond to the three possible points of entry: first year MSCJS; first year Law School; second year Law School.

## Track I

This track is for students in full-time MSCJS study.

### First Year

#### Fall Semester

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation;



basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

Choose two courses from an approved list of courses in a specialized area of Crime & Justice Studies.

## Spring Semester

– CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Choose two courses from an approved list of courses in a specialized area of Crime & Justice Studies.

## **Second Year**

### **Fall Semester**

**2040 AD Contracts**

**2060 AD Property**

**2070 AD Civil Procedure**

**2080 AD Criminal Law**

**1000 AD Legal Practice Skills**

### **Spring Semester**

2040 AD Contracts

2050 AD Torts

2060 AD Property

2090 AD Constitutional Law

1000 AD Legal Practice Skills

## **Third Year**

2140 AD Professional Responsibility

This course may be taken at any time during the second or third year of Law School.

At the end of the first year of Law School, students must complete at least three courses chosen from a Base Menu (6 credits of Experiential Learning, 2 non-credit CLE Programs, 50 non-credit hours of practical training, and the Legal Writing Requirement) as specified

by the Law School.

## **Fourth Year**

### **Fall Semester**

#### **Electives in Law**

Students are encouraged to specific areas relevant to their interest in crime and justice by selecting classes and clinics/internships from available offerings. Evening students who have not completed their MSCJS requirements may elect to enroll in one of the Internships or Practica in Crime and Justice Studies (CJ-783, CJ-784, CJ-785) to obtain direct experience in the field.

### **Spring Semester**

#### **Electives in Law**

## **Track II**

Track II of the JD/MSJCS program is substantially the same as Track I except that the first- and second-year curricula are reversed. This track is for first-year law students entering the dual degree program.

## **Track III**

This track is for second-year law students entering the dual degree program. During years three and four, these students will take both law and MSCJS courses.

The **Law School Curriculum and Requirements (/law/academics-clinics/juris-doctor/curriculum-requirements)** are available on the Law School website.

## **Crime and Justice Studies Courses**

— CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and

courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books

address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.



– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge

authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

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# MBA/JD DUAL DEGREE (ARCHIVE 2018-2019)

Suffolk University Law School and the Sawyer Business School offer a dual program in law and business management that results in combined MBA/JD degrees after four years of full-time study or five years of part-time study.

Alternatively, students can complete the MBA/JD in three years at an accelerated pace, instead of four. In the three year program students enroll in courses during the summers between their first and second year of study and between their second and third year of study in order to complete the requisite number of credits for both degrees.

- [MBA/Juris Doctor Archive 2018-2019](#)

## MBA/Juris Doctor Archive 2018-2019

### Curriculum

The curriculum requirements of the MBA/JD program are determined by the respective schools.

Currently, 109 total credits are required; of these, 72 credits must be taken in required/elective law school courses and 37 credits must be taken in the Sawyer Business School.

Final programs are approved by the associate deans of each school. Degrees will be awarded when all degree requirements for both programs are fulfilled.

### Required Introductory Courses (4 credit)

– SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**



This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Note: If core course is not required, students must substitute with MBA electives.

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## **Construct the Big Picture (6 credits)**

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will

develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## Lead and Implement Change (3 credits)

### – MBA-770 Leading and Implementing Change

#### **Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

#### **Credits:**

3.00

#### **Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## Concentrations

MBA/JD students that waive MBA core courses must substitute with an elective from within the Sawyer Business School. If at least nine (9) credits of core courses are waived, students may declare a concentration with three (3) electives from the same functional area.

## **Advising**

In collaboration with the law school, the MBA Programs Office and academic departments provide academic advising to MBA/JD students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA Programs advisor. Questions can be directed to the MBA programs office at [mba@suffolk.edu](mailto:mba@suffolk.edu).

## **Waiver Policy**

If core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650, and MBA 660) are waived, student must substitute with an MBA elective.

If a 1.5 credit core course is waived, student may complete an independent study for 1.5 credits.

MBA/JD students must complete a minimum of 37 credits in the Sawyer Business School to be awarded the MBA portion of their dual degree.

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# MBA/MSA DUAL DEGREE (ARCHIVE 2018-2019)

The MBA/MSA is for those students seeking to develop a general management perspective along with an advanced understanding of accounting and financial management. Graduates of the dual program are also prepared to earn professional qualification for either the CPA or the CMA exam.

Two master's degrees (MBA and MSA) will be awarded when all degree requirements for both programs are fulfilled.

- **MBA/Master of Science in Accounting Archive 2018-2019**

## MBA/Master of Science in Accounting Archive 2018-2019

### Curriculum

18-25 Courses

45-69 Credits

### Program Length

Full-time: 16 to 28 months

Part-time in as few as 33 months

### Contextualize: From Boston to the World

Must be taken in the first semester.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**



This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Credits (15 credits)

May be waived.

### – SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

### – SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understanding Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## MSA Preparation Courses (9 credits)

May be waived.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

**MSA Core Courses (18 credits)**

If you received any “must substitute” under the MSA Core Courses section, your first elective must be an ACCT course, your second elective must be a TAX course, and your third elective can be any course from the Approved MSA Electives List.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.



## Construct the Big Picture (7 credits)

### – MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory

and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change and Capstone Course (6 credits)**

Must be taken as late in the program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

**– ACCT-861 Leadership in the Financial Professions****Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

## **Advising**

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their MBA/MSA program advisor.

Students are also encouraged to discuss their academic interests and career goals with faculty especially when choosing elective courses.

## **Waiver Policy**

MBA core courses and MSA preparation courses may be waived. MSA core courses may need to be substituted with an approved elective. Required MBA courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive an MBA core, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA/MSA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable). To waive an MSA preparation course a student must successfully complete equivalent coursework at the undergraduate/graduate level in the five (5) years prior to the MBA/MSA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable). Exception: ACCT 800 will only be waived if a student has completed prior coursework at a U.S. university.

All waiver requests are evaluated upon a student's acceptance into the MBA/MSA Program and are waived during the student's first semester. Student may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus.

All MBA/MSA students must complete a minimum of 45 credits in the Sawyer Business School.

## **Transfer Credit Policy**

For any candidate seeking transfer credits, courses taken at the graduate level from an AACSB-accredited graduate program in business will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a

previously completed degree.

Transfer credits must have an earned grade of "B" or better and have been taken within five (5) years prior to entering the Suffolk MBA/MSA program. However, at the discretion of the MSA program director, accounting core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for transfer.

## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA/MSA students must leave the Boston area having not yet completed their degree. The Business School has several options available to ensure completion of the Suffolk MBA/MSA. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA or MSA Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students may also complete the MBA portion of the MBA/MSA online.

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# MBA/MSF DUAL DEGREE (ARCHIVE 2018-2019)

The Suffolk MBA/MSF program provides students with a broad-based managerial education and specialized expertise in the field of finance. You can take an expedited approach with this program: Two master's degrees will be awarded when you fulfill all requirements for both programs.

Suffolk's Master of Science in Finance degree is one of the only programs in New England that's a member of both the Chartered Financial Analyst (CFA) Institute University Affiliation Program and a Global Association of Risk Professionals (GARP) Academic Partner. If you're working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), this is an ideal program for your career goals.

## STEM Classification

The MBA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](#).

- [MBA/Master of Science in Finance Archive 2018-2019](#)

## MBA/Master of Science in Finance Archive 2018-2019

## MBA/MSF Curriculum

20-28 courses

58-74.5 credits

Program Length

Full-time: 16 to 28 months

Part time: 24-46 months

### Contextualize: from Boston to the World (6 credits)

Must be taken in first semester:

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making.

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate

responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.



## MBA Core Courses (16.5 credits)

May be waived.

### – SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

### – MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

### – MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

**Understand Business Fundamentals (9 credits)**

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support

building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## **MSF Required Core Courses (15 credits)**

Must be taken on campus unless given permission to take online by Academic Program Director.

### – FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

### – FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

### – FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

## Elective Courses (15 credits)

MSF courses must be taken on campus unless permission to take online granted by Academic Program Director.

- Electives 1 and 2 must be MBA electives; 800-level or above from the Sawyer Business School
- No FNIB or FIN
- Electives 3-5 must be approved MSF courses

## Construct the Big Picture (6 credits)

### – MBA-745 Contextualizing Values Based Decision Making.

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.



## **Lead and Implement Change and Capstone Course (6 credits)**

Must be taken as late in the program as possible.

### – MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

### – FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

## **Waiver Policy**

MBA core courses may be waived. Required MBA courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived. To waive an MBA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA/MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSF Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus.

All MBA/MSF students must complete a minimum of 58 credits in the Sawyer Business School.

## **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA/MSF program. However, at the discretion of the MSF program director, MSF required core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for transfer.

## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA/MSF students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/MSF. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA or MSF Program close to your new place of residence. Courses must be pre-approved by Suffolk's Assistant Dean of Graduate Programs and have a grade of "B" or better.

Students may also complete the MBA portion of the MBA/MSF online.



# MBA/MSM DUAL DEGREE (ARCHIVE 2018-2019)

The MBA/MSM dual degree integrates marketing knowledge and strategies, general business aspects, and business strategy, allowing graduates to leverage both degrees to advance their career. With an MBA/MSM you will be well-prepared for senior leadership roles within the marketing field.

## STEM Classification

The MBA/MSM is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](#).

- [MBA/Master of Science in Marketing Archive 2018-2019](#)

## MBA/Master of Science in Marketing Archive 2018-2019

### MBA/MSM Curriculum

19-26 Courses

51-69 Credits

Program Length

16-28 months of full-time study

24-46 months of part-time study

## Contextualize: From Boston to the World (5 credits)

Must be taken in the first semester.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making.

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

- MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

**MBA Core Courses (15 credits)**

May be waived.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.



**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

**MSM Core Courses (9 credits)**

Waivable with substitution from approved MSM electives list.

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-814 Strategic Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

– MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

## Marketing Internship (3 credits)

Required for students with no prior relevant work experience, may be used as an elective for all other students.

– MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

## Advanced Marketing Core Courses (6 credits)

– MKT-860 Qualitative Methods and Customer Insights

**Credits:**

3.00

**Description:**

This course is designed to help students better understand, practice, and evaluate qualitative market research. The course introduces established and emerging research techniques which require students to actively engage in the process of conducting qualitative research (e.g., study design, data collection, analysis, reporting and storytelling). Statistical approaches including automated text analysis and content analysis are emphasized.

– MKT-870 Advanced Marketing Analytics

**Prerequisites:**

MKT-810 previously or concurrently

**Credits:**

3.00

**Description:**

In this course, students learn how data analytics transforms businesses and industries, using examples and case studies in multiple industries and contexts. Through applied examples, the use of statistical methods such as linear regression,

logistic regression, factor analysis, decision trees, cluster analysis, and optimization will be demonstrated. Students will be using the statistical software, such as SPSS and R, to explore patterns in marketing datasets and build predictive models.

## Marketing Elective Courses (9 credits)

Select three (3) courses from the approved MSM electives list. If a concentration is declared, these electives must be in the same concentration area.

## Construct the Big Picture (7 credits)

### – MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

— MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## Capstone Courses (6 credits)

Should be taken as late in the program as possible.

Take one of the following two (2) courses;

– MKT-898 Consulting Project

**Prerequisites:**

Take MKIB-819, MKT-810, MKT-814, MKT-860, MKT-870; MS Marketing students only

**Credits:**

3.00

**Description:**

Students apply the social science research process in a marketing consulting project to solve a problem (or explore an opportunity) for a professional client. Students will engage in study design (to include qualitative and/or quantitative methods) data collection, and data analysis. Statistical analysis tools for bivariate analyses (t-tests, ANOVA, chi-square, correlations) and multivariate analyses (regression, factor analysis, cluster analysis, conjoint analysis) will be used. Students create and deliver a professional report and presentation to the client upon completion of the project.

– MKT-899 Masters Thesis

**Prerequisites:**

Take MKIB-819, MKT-810, MKT-814, MKT-860, MKT-870; MS Marketing students only

**Credits:**

3.00

**Description:**

The thesis is an original research project that makes a contribution to the knowledge base of marketing. The student works individually with an advisor, a member of the Marketing faculty. The student is responsible for choosing a topic, designing the research study (may be qualitative and/or quantitative in nature), collecting and analyzing the data using statistical tools learned in the program, and writing the thesis. The faculty advisor offers guidance throughout the process and evaluates the final written research report.

and

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **MSM Elective Tracks**

Select three (3) courses from the approved electives list to complete an optional concentration in Global Marketing, Market Research and Customer Insights, or Product Management. You may also design your own focus by choosing from a range of marketing, information systems and operations management, entrepreneurship and accounting courses.

## **Approved Electives by Discipline:**

### **Marketing**

MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**



SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-820 Sales Management

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

– MKIB-833 Global Business Horizons

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

At the dawn of the 21st century, business and society is confronted with a confluence of factors ranging from widespread poverty, untapped business markets and issues of sustainability. The diverse sources of information that point to an uncertain future suggests that a "business as usual" approach has to be replaced with more proactive alternatives that address the needs of untapped markets, consumer welfare, community development and the environment. This course begins to address these issues and engender an appreciation among our students for the challenges that lie ahead for businesses. Through lectures, case discussions, guest speakers, and a course-long project, each week we will examine and critically evaluate contemporary trends in international marketing business practices with respect to environmental protection, community/economic development and consumer welfare. Using the realm of sustainable business practices, we will address a contrast in traditional growth models versus approaches to address issues of sustainability, economic and financial crises that limit development. The course goals include the following: Engender an appreciation among students for the need for sustainable marketing and business practices and the considerable challenges that need to be overcome to achieve such practices. An understanding of social responsibility and the need to meet triple bottom lines relating to people, planet, and profit. An understanding of marketing and business practices that are sustainable and issues of incorporating social values into business objectives. An opportunity to demonstrate how each element of the marketing mix can be adapted to implement sustainable marketing strategy in the broader context of a firm's corporate strategy. Examine factors that compel the need for an alternative development approach.

– MKT-846 Marketing in the Age of Exponential Technology

**Prerequisites:**

Take MBA-660

**Credits:**

3.00

**Description:**

This course is aimed to understand how to formulate and formalize effective marketing strategies in a world dominated by exponential technological change, and how to understand the logics of this disruptive change. Some of the questions the course will explore are what exponential technologies are and the impact that

they have on industries, customer needs and expectations, and how firms can leverage their position to take advantage of these technologies by formulating agile and proactive marketing strategies.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

– MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

Can be elective, if not required.

## Accounting

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

## Information Systems and Operations Management

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If

Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics

include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## International Business

### – MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Entrepreneurship

### – MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.



## Organizational Behavior

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

## Strategy

– MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

## Advising

The Graduate Programs Office and academic departments provide advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their MBA/MSM Programs advisor, as well as their assigned faculty advisor from the Marketing Department. Upon enrollment, students in the Graduate Programs in Marketing are assigned an academic advisor from the Marketing Academic Department. Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisor especially when choosing elective courses. In addition to this, the Graduate Programs in Marketing Office is available to respond to any questions or concerns, and may be reached at 617-994-4240 or [msm@suffolk.edu](mailto:msm@suffolk.edu).

## **Waiver Policy**

MBA and MSM core courses may be waived. If waived, MSM Core Courses must be substituted with approved MSM elective. Required MBA courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive an MBA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA/MSM matriculation, earning a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

To waive an MSM core course a student must successfully complete equivalent coursework at the undergraduate/graduate level in the five (5) years prior to the MBA/MSM matriculation, earning a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSM Program and are waived during the student's first semester. A student may also elect to take a proficiency exam, for a fee, to gain a waiver for an MBA core course. Proficiency exams must be taken in the first semester and are administered on the Boston campus with prior arrangements.

All MBA/MSM students must complete a minimum of 51 credits in the Sawyer Business School.

## **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and have been taken within five (5) years prior to entering the Suffolk MBA/MSM program. However, at the discretion of the MSM program director, marketing core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for transfer.

## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA/MSM students must leave the Boston area having not yet completed their degree. The Business School has several options available to ensure completion of the Suffolk MBA/MSM. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA or MSM Program close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

A portion of the MBA program may be taken online.

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# MBA/MST DUAL DEGREE (ARCHIVE 2018-2019)

The MBA/MST allows students to develop a deep expertise in taxation and a sound grasp of general management. The dual degree program prepares students for high-level careers in tax consulting and advising, particularly in corporations or leadership positions in public accounting. Students who possess a CPA or CMA will find this degree to be an especially useful option.

Two master's degrees will be awarded when all degree requirements for both programs are fulfilled.

- **MBA/Master of Science in Taxation Archive 2018-2019**

## MBA/Master of Science in Taxation Archive 2018-2019

### MBA/MST Curriculum

18-25 courses

48-66 credits

Program Length

Full-time in as few as 16 months

Part time in as few as 33 months

### Contextualize: From Boston to the World (5 credits)

Must be taken in first semester.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

- MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (12 credits)

May be waived.

### – MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

### – MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understanding Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.



– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## MST Preparation Courses (6 credits)

May be waived.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

## MST Core Courses (15 credits)

If "must substitute" work with the MST Program Director to select an elective.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

## **Electives (6 credits)**

At least one of your electives must be TAX. Your other elective may be TAX but it can also be any 800-level or higher course offered in the Sawyer Business School, or MBA 740. If you received any “must substitute” under the MST Core Courses section of this document, your additional electives must be TAX.

## **Construct the Big Picture (7 credits)**

– MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

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– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

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– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change and Capstone Course (6 credits)**

Must be taken as late in program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

## Advising

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs advisor.

Students are also encouraged to discuss their academic interests and career goals with faculty especially when choosing elective courses.

Suffolk MBA students have the flexibility to combine taking core or elective courses in Boston or online.

Students enrolling in an online course for the first time are strongly advised to also enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

## **Waiver Policy**

MBA core courses and MST preparation courses may be waived. MST core courses may need to be substituted. Required MBA Courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760, and MBA 770) cannot be waived.

To waive an MBA core or MST preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA/MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MST Program and are waived during a student's first semester. Student may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus.

All MBA/MST student must complete a minimum of 48 credits in the Sawyer Business School.

## **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA/MST program. However, at the discretion of the MST program director, tax required courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for transfer.



## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA/MST students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA/MST. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA or MST Program close to your new place of residence. Courses must be pre-approved by Suffolk's Assistant Dean of Graduate Programs and have a grade of B or better.

**Students may also complete the MBA portion of the MBA/MST online.**

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# MPA/JD DUAL DEGREE (ARCHIVE 2018-2019)

The Suffolk MPA/JD dual degree is a chance for you to get a top-level legal education while also securing an MPA at a highly-ranked policy institute. This expedited program allows you to follow one of two academic tracks so you can choose the order in which you want to complete the MPA and JD courses.

The MPA/JD combines two complementary fields and readies you for a career in law and/or public policy. Previous graduates have gone on to serve as legal counselors in all levels of government, elected and appointed law and policy-makers, and labor-management and alternative dispute negotiators.

- **Master of Public Administration/Juris Doctor Dual Degree Archive 2018-2019**

## Master of Public Administration/Juris Doctor Dual Degree Archive 2018-2019

### MPA/JD Curriculum

The MPA/JD is designed for students interested in integrating professional education in law with public administration. Students have a choice of two (2) curriculum tracks to follow and should contact the Institute for Public Service, [mpa@suffolk.edu](mailto:mpa@suffolk.edu), for assistance selecting the right track to fit their schedule. Full-time students may register for a maximum of fifteen (15) combined credits per semester.

Students applying to this program must meet the admission requirements for both the MPA and the JD programs.

The requirements for the MPA/JD program are determined by the respective schools. The MPA/JD degree will be granted upon completion of 110-credit semester hours of work: 80-credit hours are completed in the Law School and a minimum of 30-credit hours are completed in the Sawyer Business School's MPA curriculum.

All summer credits applied to the final semester of the dual degree program have been determined based on the semester credits of each individual program so as to require students to enroll in a minimum of two (2) credits in the final semester.

All dual degree candidates are subject to II (G) of the Rules and Regulations limiting credit for ungraded activities to two credits per semester. Any student who is not in good academic standing is disqualified from the dual degree programs. Law School Regulation VII (E) states that a dual degree candidate, who is academically deficient (as defined in the Law School regulations) within the Law School curriculum, shall be disqualified from the dual degree program.

## **MPA Curriculum (For Full-Time Students)**

Students may follow one of two academic tracks, either completing their MPA requirements or their JD requirements first. Below are the MPA requirements for this program. Please contact the Suffolk Law School for more information on the required Law courses.

### **Fall Semester (15 credits)**

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments,

quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

## Spring Semester (15 credits)

### – P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

### – P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it

to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

And two (2) Public Administration electives.

Students with no professional experience are required to take PAD 859 Internship, which will count as one of your two (2) electives.

It is important that dual degree students work with advisors in both academic programs to ensure successful completion of both programs.

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# MPA/MAAP DUAL DEGREE (ARCHIVE 2018-2019)

The Institute for Public Service, in conjunction with the Government Department in the College of Arts & Sciences, offers a dual degree program in Public Administration and Applied Politics.

This program empowers you to navigate across private, government, and nonprofit sectors to influence positive change in your organization and community. This dual degree is designed to give you an expedited approach to receiving your master's in both fields by grouping electives and eliminating redundant classes. It combines a rigorous curriculum with a hands-on approach to public service.

- **Master of Public Administration/Master of Arts in Applied Politics Archive 2018-2019**

## Master of Public Administration/Master of Arts in Applied Politics Archive 2018-2019

Students must meet the admission criteria for each program. Upon completion of all MPA and MAAP requirements, students receive two degrees.

This 18-course (54 credits) program consists of:

- Eight required MPA courses (24 credits)
- Two MPA electives (6 credits)
- Five required Government courses (15 credits)
- Three Government electives (9 credits)

### MPA/MAAP Curriculum

**MPA Total Requirements (8 courses, 24 credits)****MPA Core (6 courses, 18 credits)****– P.AD-711 Foundations of Public Service and Administration****Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

**– P.AD-713 Managing Financial Resources****Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

**– P.AD-715 Quantitative Analysis****Prerequisites:**

PAD 712



**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

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– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

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– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

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– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional

manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Students must take GVT 777 prior to taking PAD 715.

## **MPA Electives (2 courses, 6 credits)**

Choose any two (2) PAD 800- or 900-level elective courses.

Students must complete 30 credit hours in the Institute for Public Service; PAD and GVT electives are not interchangeable.

Note: Students with no professional public management experience must take PAD 859 Public Service Internship (this will count as an elective). Students who take GVT 723 do not need to take PAD 859 and can take an additional MPA elective.

Students should meet with their faculty advisor in both programs when determining their program.

## **MAAP Total Requirements (8 courses, 24 credits)**

### **MAAP Core (5 courses, 15 credits)**

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of

work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

## **MAAP Electives (3 courses, 9 credits)**

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

## **Public Administration Courses**

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public

service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

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**Prerequisites:**

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**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

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3.00

**Description:**

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**Credits:**

3.00

**Description:**

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**Description:**

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– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.



– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

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– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

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– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service

marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-832 Health Policy

**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to

deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

– P.AD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

– P.AD-862 Leading Change: State Policy

**Credits:**

3.00

**Description:**

Linda Melconian served as a Massachusetts State Senator from 1983 to 2005 and was appointed the first woman Majority Floor Leader of the Massachusetts Senate in 1999. Previously, she served as Assistant Counsel to U.S. Speaker of the House Thomas P. O'Neill, Jr. She brings years-worth of experience and immense wisdom into all of her courses. Professor Melconian will use her years of experience working on Beacon Hill and getting things done to give students an inside look at how politics & government work at the state level. This incredibly relevant course is designed to give students the tools, connections, and knowledge they need to navigate state government in whatever career they choose.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**



When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Government Courses

– GVT-010 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

0.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– GVT-609 Transitional Justice

**Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

– GVT-623 Political Survey Research

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics

**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the polices and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

– GVT-641 Ready, Set, Run!

**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

– GVT-642 Candidate Definition

**Credits:**

1.00

**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

– GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. The second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

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– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

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– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in

this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-682 Crisis and Integration in Europe

**Credits:**

3.00

**Description:**

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GVT-747 Seminar in Legislation & Lobbying.

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00



**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times

during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

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– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

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– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**

3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– [GVT-957 Thesis Research & Writing](#)

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

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# MPA/MAGPP DUAL DEGREE (ARCHIVE 2018-2019)

- Master of Public Administration/Master of Arts in Global Public Policy Archive 2018-2019

## Master of Public Administration/Master of Arts in Global Public Policy Archive 2018-2019

The Institute for Public Service, in conjunction with the Government Department in the College of Arts & Sciences, offers a dual degree program in Public Administration and Global Public Policy.

This program can empower you to make decisions on a global level and create change on a large scale. This dual degree is designed to give you an expedited approach to receiving your master's in both fields by grouping electives and eliminating redundant classes.

This program combines a rigorous curriculum with a hands-on approach to public service.

To apply for this program, you must meet the admissions requirements for both the MPA and MA in Global Public Policy.

Students must meet the admission criteria for each program. Upon completion of all MPA and MAGPP requirements, students receive two degrees.

### MPA/MAGPP Requirements (18 courses, 24 credits)

This 18-course (54 credits) program consists of:

- Eight required MPA courses (24 credits)
- Two MPA electives (6 credits)
- Five required Government courses (15 credits)
- Three Government electives (9 credits)

## MPA Core (24 credits)

### – P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

### – P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.



– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an

extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Students must take GVT 777 prior to taking PAD 715.

## **MPA Electives (2 courses, 6 credits)**

Choose any two (2) PAD 800- or 900-level elective courses.

Students must complete 30 credit hours in the Institute for Public Service; PAD and GVT electives are not interchangeable.

Note: Students with no professional public management experience must take PAD 859 Public Service Internship (this will count as an elective). Students who take GVT 723 do not need to take PAD 859 and can take an additional MPA elective.

Students should meet with their faculty advisor in both programs when determining their program.

## **MAGPP Requirements (8 courses, 24 credits)**

### **MAGPP Core (5 courses, 15 credits)**

#### – GVT-723 Graduate Internship

##### **Credits:**

3.00

##### **Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of

work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and

governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

## **MAGPP Electives (3 courses, 9 credits)**

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

## **Public Administration Courses**

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public

service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amenable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.



– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

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– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

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– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service

marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-832 Health Policy

**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to

deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

– P.AD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

– P.AD-862 Leading Change: State Policy

**Credits:**

3.00

**Description:**

Linda Melconian served as a Massachusetts State Senator from 1983 to 2005 and was appointed the first woman Majority Floor Leader of the Massachusetts Senate in 1999. Previously, she served as Assistant Counsel to U.S. Speaker of the House Thomas P. O'Neill, Jr. She brings years-worth of experience and immense wisdom into all of her courses. Professor Melconian will use her years of experience working on Beacon Hill and getting things done to give students an inside look at how politics & government work at the state level. This incredibly relevant course is designed to give students the tools, connections, and knowledge they need to navigate state government in whatever career they choose.

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– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

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– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**



When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Government Courses

– GVT-010 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

0.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– GVT-609 Transitional Justice

**Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

– GVT-623 Political Survey Research

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics

**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the polices and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

– GVT-641 Ready, Set, Run!

**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

– GVT-642 Candidate Definition

**Credits:**

1.00

**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

– GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. The second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

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– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

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– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in

this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-682 Crisis and Integration in Europe

**Credits:**

3.00

**Description:**

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GVT-747 Seminar in Legislation & Lobbying.

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00



**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times

during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

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– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

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– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**

3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– [GVT-957 Thesis Research & Writing](#)

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

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# MPA/MSCJS DUAL DEGREE (ARCHIVE 2018-2019)

The MPA/MSCJS Program is designed for those interested in crime and justice, public policy, and public service. This dual degree enhances the student's ability to address core policy and social issues from a unique, multifaceted perspective. Graduates of the dual degree will be better able to face the challenges of a rapidly evolving, diverse society.

- **Master of Public Administration/Master of Science in Crime and Justice Studies Archive 2018-2019**

## Master of Public Administration/Master of Science in Crime and Justice Studies Archive 2018-2019

**MPA/MSCJS Curriculum: 18 courses, 54 credits**

### MPA Required Courses (6 courses, 18 credits)

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

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— P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

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— P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

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— P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.



– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

## **MPA Electives (4 courses, 12 credits)**

Choose any four PAD courses at the 800- or 900-level elective courses.

Students must complete 30 credit hours in the Institute for Public Service; PAD and CJS electives are not interchangeable.

Students with no professional public management experience must take:

– PAD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

PAD-859 will count as an elective.

Students who take CJ-786 or CJ-787 do not need to take PAD-859 and can take an additional MPA elective.

## **Crime & Justice Studies Required Courses (4 courses, 12 credits)**

– CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies;

community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

Dual degree students may take either CJ-709 Quantitative Analysis or the equivalent PAD-715 Quantitative Analysis; students who opt to take PAD-715 must take another Crime & Justice Studies elective in order to fulfill MSCJS credit hours.

**Crime & Justice Studies Electives (4 courses, 12 credits)**

Choose four (4) of the following:

– CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and

philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as

entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize

women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-730 Bad Girls?

**Credits:**

3.00



**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

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– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

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– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

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– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

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– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

## Public Administration Graduate Courses

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**



This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grand maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

— P.AD-832 Health Policy**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

— P.AD-838 Ethics in Public Service**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

— P.AD-839 Leadership and Decision Making in Action**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill a nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

– P.AD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

– P.AD-862 Leading Change: State Policy

**Credits:**

3.00

**Description:**

Linda Melconian served as a Massachusetts State Senator from 1983 to 2005 and was appointed the first woman Majority Floor Leader of the Massachusetts Senate in 1999. Previously, she served as Assistant Counsel to U.S. Speaker of the House Thomas P. O'Neill, Jr. She brings years-worth of experience and immense wisdom into all of her courses. Professor Melconian will use her years of experience working on Beacon Hill and getting things done to give students an inside look at how politics & government work at the state level. This incredibly relevant course is designed to give students the tools, connections, and knowledge they need to navigate state government in whatever career they choose.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional

manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Crime & Justice Studies Courses

– CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community

institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**



This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent

years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books

address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge

authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**



Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

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# MPA/MSMHC DUAL DEGREE (ARCHIVE 2018-2019)

The MPA/MSMHC dual degree links the discipline of public management with the practice and delivery of mental health services via private, public, and nonprofit organizations. The dual degree prepares you for leadership roles in mental health, human service, and community service organizations across all sectors. The program is for public and private sector human service workers who wish to strengthen their direct service skills and succeed in a leadership role in a human service organization. As a graduate, you'll also gain the qualifications to seek licensure.

To apply for this program, you must meet the admission requirements for both the MPA and MS in Mental Health programs.

- **Master of Public Administration/Master of Science in Mental Health Counseling Archive 2018-2019**

## Master of Public Administration/Master of Science in Mental Health Counseling Archive 2018-2019

### MPA-MSMHC Requirements: 28 courses, 90 credits

Upon completion of all MPA and MSMHC requirements, students receive two degrees. The Mental Health Counseling degree requirements must be completed during the first two years of full-time program matriculation, beginning in the fall semester.

This 28-course program consists of:

- Eight (8) required MPA courses (24 credits)
- Two (2) MPA electives (6 credits)
- Fourteen (14) required Counseling courses (48 credits)
- Four (4) Counseling electives (12 credits)

## MPA Requirements (10 courses, 30 credits)

### MPA Core (8 courses, 24 credits)

- P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

- P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions,

including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

## **MPA Electives (2 courses, 6 credits)**

Choose from any PAD 800- or 900-level courses

Students must complete 30 credit hours in the Institute for Public Service; PAD and COUNS electives are not interchangeable.

Students with no professional public management experience must take PAD 859 Public Service Internship. This will count as an elective. Students who take COUNS 738 or COUNS 739 do not need to take PAD 859 and can take an additional MPA elective.

## **MSMHC Requirements (18 courses, 60 credits)**

### **MSMHC Core (5 courses, 15 credits)**

#### – COUNS-712 Life Span Development

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

#### – COUNS-715 Methods of Research

**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-728 Professional Orientation: Ethical/ Legal Issues

**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

## **Counseling Requirements (8 courses, 30 credits)**

– COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

– COUNS-716 Psychological Diagnosis

**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing

**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.



– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

Take COUNS-738

**Credits:**

3.00

**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-740 Counseling Internship I

**Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

– COUNS-741 Counseling Internship II**Prerequisites:**

Take COUNS-740;

**Credits:**

6.00

**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

**Special Treatment Issue Requirement (1 course, 3 credits)**

Choose one of the following:

– COUNS-727 Substance Abuse & Treatment**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed.

Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

Note: Other option may be taken as an elective.

**MSMHC Electives (4 courses, 12 credits)**

Choose four (4) of the following:

– COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy

**Credits:**

3.00

**Description:**

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics.

Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-751 Domestic Violence, Abuse & Neglect

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– COUNS-910 Independent Study

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

(Coursework in related disciplines may be elected subject to approval of the program director. Elective availability is subject to program enrollment and instructor availability.)

## MSMHC Practicum and Internship

It is during the Counseling Skills Laboratory and the Counseling Practicum that a student demonstrates the ability to translate training into professional judgments and techniques. Students are required to apply formally for the Counseling Internship and to consult with their faculty advisors regarding their field placements. The Counseling Skills Laboratory and the Practicum must be completed with a grade of “B” (3.0) or higher. After two (2) failed attempts to satisfactorily complete the clinical practicum and/or internship, students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.

## Public Administration Courses

### – P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

### – P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science

research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and

management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**



The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually an via Blackboard.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look

to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-832 Health Policy

**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university

related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

– P.AD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose

public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

– P.AD-862 Leading Change: State Policy

**Credits:**

3.00

**Description:**

Linda Melconian served as a Massachusetts State Senator from 1983 to 2005 and was appointed the first woman Majority Floor Leader of the Massachusetts Senate in 1999. Previously, she served as Assistant Counsel to U.S. Speaker of the House Thomas P. O'Neill, Jr. She brings years-worth of experience and immense wisdom into all of her courses. Professor Melconian will use her years of experience working on Beacon Hill and getting things done to give students an inside look at how politics & government work at the state level. This incredibly relevant course is designed to give students the tools, connections, and knowledge they need to navigate state government in whatever career they choose.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Counseling Courses

– COUNS-712 Life Span Development

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

– COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students



**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

– COUNS-715 Methods of Research**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-716 Psychological Diagnosis**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

– COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy

**Credits:**

3.00

**Description:**

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-727 Substance Abuse & Treatment

**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-728 Professional Orientation: Ethical/ Legal Issues

**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

**Take COUNS-738****Credits:**

3.00

**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

**– COUNS-740 Counseling Internship I****Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

**– COUNS-741 Counseling Internship II****Prerequisites:**

Take COUNS-740;

**Credits:**

6.00

**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– [COUNS-751 Domestic Violence, Abuse & Neglect](#)

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– [COUNS-910 Independent Study](#)

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

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## Contact Us

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**SUFFOLK  
UNIVERSITY**  
BOSTON

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# MPA/MSPS DUAL DEGREE (ARCHIVE 2018-2019)

The Suffolk MPA/MS in Political Science empowers you to navigate across private, government, and nonprofit sectors to influence positive change in your organization and community. This dual degree is designed to give you an expedited approach to receiving your master's in both fields by grouping electives and eliminating redundant classes.

This program combines a rigorous curriculum with a hands-on approach to public service. You can customize your degree by specializing in professional politics or international relations.

To apply for this program, you must meet the admissions requirements for both the MPA and MS in Political Science programs.

- **Master of Public Administration/Master of Science in Political Science Archive 2018-2019**

## Master of Public Administration/Master of Science in Political Science Archive 2018-2019

**MPA-MSPS Curriculum: 18 courses, 54 credits**

**MPA Requirements (8 courses, 24 credits)**

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test

correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic

model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

Students must take GVT 777 prior to taking PAD 715.

## **MPA Electives (2 courses, 6 credits)**

Choose any two (2) PAD 800- or 900-level elective courses.

Students must complete 30 credit hours in the Institute for Public Service; PAD and GVT electives are not interchangeable.

Note: Students with no professional public management experience must take PAD 859 Public Service Internship (this will count as an elective). Students who take GVT 723 do not need to take PAD 859 and can take an additional MPA elective.

Students should meet with their faculty advisor in both programs when determining their program.

## **MS in Political Science Requirements (8 courses, 24 credits)**

Two concentrations are available: Professional Politics and International Relations.

### **Professional Politics Concentration**

Core Requirements (5 courses, 15 credits)

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

## **Political Science/Government Electives (3 courses, 9 credits)**

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

## **International Relations Concentration**

Core Requirements (5 courses, 15 credits)

### **– GVT-723 Graduate Internship**

#### **Credits:**

3.00

#### **Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

### **– GVT-761 Seminar: International Relations Theory**

#### **Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

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– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

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– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

---

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**



3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

**Political Science/Government Electives (3 courses, 9 credits)**

Electives can include any graduate course offered by the Government Department. Electives will be chosen to support your field of concentration and choice of internship area.

**Language Requirement**

In addition to their coursework, all students concentrating in International Relations must demonstrate written proficiency in a language other than English. Students may enroll in language courses for the purpose of mastering the chosen language, but credits in those courses will not be applied toward the degree. Language proficiency should be demonstrated either prior to admission or by the end of the first year in the program.

Students can satisfy this requirement in one of the following ways:

1. Two years of study in a particular language at the undergraduate level, as demonstrated on an official or unofficial undergraduate transcript submitted to the Graduate Program Director.
2. Native speakers of a language other than English, as demonstrated by at least two years of attendance at an undergraduate institution in which instruction was taught in a non-English language.
3. Completing/Passing ACTFL's Reading Test for Professionals (RPT) at least a "novice-high" level. If you choose this option, please contact the Graduate Program Director to schedule the exam.

## Public Administration Courses

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions,

including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

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– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

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– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

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– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-832 Health Policy

**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.



– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a

university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

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– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

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– P.AD-859 Public Service Internship

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students with no public administration work experience will be required to take PAD 859 (Internship) at admission. This is a 3-credit course that requires both class attendance and a 300-hour work requirement. If you are required to take PAD 859, it will count as one of your PAD elective. If you are interested in a career change, and you are not required to take the internship at admission, you may take PAD 859 as an elective.

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– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

– P.AD-862 Leading Change: State Policy

**Credits:**

3.00

**Description:**

Linda Melconian served as a Massachusetts State Senator from 1983 to 2005 and was appointed the first woman Majority Floor Leader of the Massachusetts Senate in 1999. Previously, she served as Assistant Counsel to U.S. Speaker of the House Thomas P. O'Neill, Jr. She brings years-worth of experience and immense wisdom into all of her courses. Professor Melconian will use her years of experience working on Beacon Hill and getting things done to give students an inside look at how politics & government work at the state level. This incredibly relevant course is designed to give students the tools, connections, and knowledge they need to navigate state government in whatever career they choose.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional

manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Government Courses

– GVT-010 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

0.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

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– GVT-609 Transitional Justice

**Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

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– GVT-623 Political Survey Research

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics

**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the policies and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

– GVT-641 Ready, Set, Run!

**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

– GVT-642 Candidate Definition

**Credits:**

1.00

**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of

effectively defining the candidate.

– GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. The second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the



history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times

during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

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– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

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– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**



3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– [GVT-957 Thesis Research & Writing](#)

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

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# MSA/MSF DUAL DEGREE (ARCHIVE 2018-2019)

Suffolk's MSA/MSF is a unique dual degree program that prepares you for leadership roles in accounting and financial management. The curriculum addresses concepts in a global context, while emphasizing the topic matters necessary to sit for the CPA exam, the FRM exam, and the level-one CFA exam in Massachusetts.

As a graduate, you'll be well-prepared for a career in accounting areas such as public accounting, and corporate or not-for-profit controllership, as well as finance areas such as corporate finance, risk management, or investments.

## STEM Classification

The MSA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](#).

- [Master of Science in Accounting/Master of Science in Finance Archive 2018-2019](#)

## Master of Science in Accounting/Master of Science in Finance Archive 2018-2019

### Curriculum

18-24 Courses

50-68 Credits

**Program Length**

Full-time: 16 to 28 months

Part-time: 33 to 46 months

**Required Introductory Courses (2 credits)**

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

## Management Preparation (9 credits)

May be waived. Must be taken or waived prior to enrolling in Finance core courses.

### – SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

### – SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

### – MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

**MSA Preparation Courses (9 credits)**

May be waived.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

## MSA Core Courses (18 credits)

If course is "must substitute," select an elective following the rules outlined in the Elective Courses section.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit



planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

## **MSF Core Courses (15 credits)**

ACCT 824 may be substituted for FIN 800 with MSF Program Director Approval. MSF core courses must be taken on campus unless permission to take online granted by Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

**Elective Courses (9 credits)**

If your program allows you only three (3) electives they must be approved MSF electives, taken on campus unless permission to take online granted by Academic Program Director. If you received any “must substitute” under the MSA Core Courses section of this document, your fourth elective must be an ACCT course, your fifth elective must be a TAX course, and your sixth elective can be any course from the Approved MSA Electives list.

**Capstone Courses (6 credits)**

Courses should be taken as late in the program as possible.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students

broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

## Advising

Upon enrollment, students are assigned an academic advisor from both the Accounting and Finance Departments. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing electives. The MSA and MSF Programs Offices are also available to help with any questions or concerns.

- The MSA Programs Office may be reached at 617-573-8044 or [msa@suffolk.edu](mailto:msa@suffolk.edu)
- The MSF Programs Office may be reached at 617-573-8641 or [msf@suffolk.edu](mailto:msf@suffolk.edu)

## Waiver Policy

Management Preparation Courses may be waived with credit. MSA Preparation Courses may be waived with credit. MSA Core Courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the

MSA/MSF Program and are waived during the student's first semester.

To waive a Management Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSA/MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable). To waive an MSA Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA/MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All MSA/MSF students must complete a minimum of 50 credits (16 courses, SBS 700, and FIN 601) in the Sawyer Business School.

## **Transfer Credit Policy**

For any candidate seeking transfer credits, courses taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MSA/MSF program. However, at the discretion of the program director, MSA Core Courses or MSF Core Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits of Elective, MSA Core, or MSF Core Courses may be considered for transfer.

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# MSA/MST DUAL DEGREE (ARCHIVE 2018-2019)

Suffolk's MSA/MST dual degree is your path to becoming an expert in accounting, taxation, and financial management. This expedited program can prepare you to serve as an advisor or member of senior management teams across many industries.

The Suffolk MSA/MST will also prepare you for the CPA exam, which you can sit for upon completing this degree. During your studies, you'll have access to the Wiley CPAexcel for deeper dives into exam materials.

- [Master of Science in Accounting/Master of Science in Taxation Archive 2018-2019](#)

## Master of Science in Accounting/Master of Science in Taxation Archive 2018-2019

### MSA/MST Curriculum

15-21 Courses

43-61 Credits

#### Program Length

Full-time in as few as 16 months

Part-time in as few as 28 months

### Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Management Preparation Courses (9 credits)

May be waived.

- SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

- SBS-604 Data Analytics

**Credits:**



3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## MSA Preparation Courses (9 credits)

May be waived.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of

association. Considers aspects of property law and international dimensions.

## MSA Core Courses (15 credits)

If course is "must substitute" select an elective following the rules outlined in the Elective Courses Section.

### – ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

### – ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of

substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

## **MST Core Courses (15 credits)**

If course is "must substitute" select an elective following the rules outlined in the Elective Course section.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

## Elective Courses (6 credits)

Your first elective must be an ACCT course and your second elective must be a TAX course. If you received any "must substitute" under the MSA Core Courses section of this document your first substitution must be an ACCT course. All other substitutions can be anything from the MSA Approved Elective List. If you received any "must substitute" under the MST Core Courses section of this document you must select TAX elective(s) as substitutions.

## Capstone Courses (6 credits)

Should be taken as late in the program as possible.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of

the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

## Waiver Policy

Management Preparation Courses may be waived with credit. MSA Preparation Courses may be waived with credit. MSA Core Courses may be waived with substitution of an elective. MST Core Courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MSA/MST Program. To waive a Management Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSA/MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

To waive an MSA Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA/MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable). To waive an MSA or MST Core Course, with substitution of an elective, a student must have successfully completed equivalent



academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA/MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All MSA/MST students must complete a minimum of 43 credits (14 courses and SBS 700) in the Sawyer Business School.

## **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate business program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MSA/MST program. However, at the discretion of the program director, MSA Core Courses or MST Core Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits of Elective, MSA Core, or MST Core Courses may be considered for transfer.

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# MSBA/MBA DUAL DEGREE (ARCHIVE 2018-2019)

The MSBA/MBA degree provides students with a broad-based, highly experiential managerial education grounded in the MBA with a data analytics and data management expertise developed in the specialized MSBA curriculum. By completing an additional three (3) courses beyond the MBA, two (2) masters degrees will be awarded when all degree requirements for both programs are fulfilled.

The program is offered full-time and part-time.

## STEM Classification

The MSBA/MBA is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](/student-life/student-services/international-student-services).

- [Master of Science in Business Analytics/MBA Archive 2018-2019](#)

## Master of Science in Business Analytics/MBA Archive 2018-2019

### MSBA/MBA Curriculum

17-22 courses

45-58.5 credits

**Program Length**

Full-time: 16 to 24 months

Part time: 24-46 months

**Contextualize: From Boston to the World (5 credits)**

Must be taken in the first semester.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making.

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## **MBA Core Courses (13.5 credits)**

May be waived.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (3 credits)

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Data Management (9 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be either ISOM 840 or ISOM 845, your second elective can be ISOM 840 or ISOM 845, your third, fourth, or fifth electives are limited to ISOM 851, ISOM 861, ISOM 910 or ISOM 920 with Academic Program Director approval only.

– ISOM-821 Data Management and Modeling.

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry

standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.



## Business Analytics (12 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be either ISOM 840 or ISOM 845, your second elective can be ISOM 840 or ISOM 845, your third, fourth, or fifth electives are limited to ISOM 851, ISOM 861, ISOM 910 or ISOM 920 with Academic Program Director approval only.

- SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

- ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

- ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

## Leadership Fundamentals (6 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

## **Construct the Big Picture (7 credits)**

– MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

**Lead and Implement Change (3 credits)****– MBA-770 Leading and Implementing Change****Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total,

revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **Advising**

The Graduate Programs Office and academic departments provide advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their MSBA/MBA Programs advisor, as well as their assigned faculty advisor from the Information Systems and Operations Management Department. Questions can be directed to the MBA programs office at [mba@suffolk.edu](mailto:mba@suffolk.edu).

Suffolk MBA students have the flexibility to combine taking core or elective courses in Boston or online.

Students enrolling in an online course for the first time are strongly advised to also enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

## **Waiver Policy**

MSBA core courses may be waived but credits must be substituted with an approved elective. For MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSBA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

MBA core courses may be waived. Required MBA courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760, and MBA 770) cannot be waived. To waive an MBA core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to the MSBA/MBA matriculation, with a grade of "B" or better, and provide official transcripts (with English translation if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA/MSBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain an MBA core course waiver. Proficiency exams must be taken in the first semester and are administered on the Boston Campus.

All MBA/MSBA students must complete a minimum of 45 credits (16 courses and SBS 700) in the Sawyer Business School. Students previously enrolled in an SBS graduate program and who successfully completed MBA 600, SBS 600, or SBS 700 with a "P" grade or grade of "B" or better, are not required to retake the course; therefore are only required to complete a minimum of 44 credits in the Sawyer Business School.

## **Transfer Policy**

Any candidate seeking transfer credits taken at the graduate level from an AACSB-accredited graduate program in business will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MSBA/MBA program. A maximum of six (6) credits may be considered for transfer.

## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MSBA/MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MSBA/MBA. You may be able to transfer six (6) credits of elective courses from an AACSB-accredited MBA Program close to your new place of residence. Courses must be pre-approved by Suffolk's Assistant Dean of Graduate Programs and have a grade of "B" or better.

Students may also complete the MBA portion of the MSBA/MBA online.



# MSBA/MSA DUAL DEGREE (ARCHIVE 2018-2019)

Suffolk's MSBA/MSA is a unique dual degree program that prepares you for rewarding careers in accounting and business analytics. Complementing your accounting education with a business analytics skillset will teach you how to make high-level, data-driven decisions which will help you create value for businesses by using statistical and operations analyses.

Beyond this, you'll graduate CPA-ready. That means you'll be automatically eligible and well-prepared to sit for the CPA-exam, regardless of your undergraduate major or professional experience. Over the years, the CPA designation has become the gold standard for accountants across the business spectrum. Becoming a CPA typically leads to increased responsibilities, career opportunities, and financial rewards. Suffolk sets you up for CPA licensure with a practical, industry-driven curriculum. And your courses are enhanced with access to Wiley CPAexcel – a top-rated comprehensive CPA review software.

Two master's degrees will be awarded when all degree requirements for both programs are fulfilled. The program is offered full-time and part-time.

## STEM Classification

The MSBA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](#).

- [Master of Science in Business Analytics/Master of Science in Accounting Archive 2018-2019](#)



# Master of Science in Business Analytics/Master of Science in Accounting Archive 2018-2019

## Curriculum

17-23 Courses

49-67 Credits

Program Length

Full-time: 16 to 28 months

Part-time: 33 to 46 months

## Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Management Preparation Courses (9 credits)

May be waived.

- SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

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– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

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– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## **Waiver Policy**

To waive a management preparation course, a student must successfully complete equivalent coursework at the undergraduate/graduate level in the seven (7) years prior to MSBA/MSA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

To waive an MSA preparation course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA matriculation, with a grade of "B" or better. Exception: ACCT 800 will only be waived if a student has completed prior coursework at a U.S. university.

MSA and Business Analytics core courses may be waived but credits must be substituted with an approved elective. For MSA and MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the five (5) years (MSA core courses) or seven (7) years (MSBA core courses) prior to MSBA/MSA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MSBA/MSA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver of a management preparation course. Proficiency exams must be taken in the first semester and are administered on the Boston Campus.

All MSBA/MSA students must complete a minimum of 49 credits (16 courses and SBS 700) in the Sawyer Business School.

## **Transfer Credit Policy**

For any candidate seeking transfer credits, courses taken at the graduate level from an AACSB-accredited graduate program in business will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and have been taken within five (5) years prior to entering the Suffolk MSBA/MSA program. However, at the discretion of the MSA program director, accounting core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for transfer.

## **MSA Preparation Courses (9 credits)**

May be waived.

### **– ACCT-800 Graduate Financial Accounting I**

#### **Credits:**

3.00

#### **Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

### **– ACCT-804 Cost and Managerial Accounting**

#### **Credits:**

3.00

#### **Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and

perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

## MSA Core Courses (18 credits)

If course is "must substitute" select an elective following the rules outlined in the Elective Course section of this document.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

## **Business Analytics Core Courses (15 credits)**

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be either ISOM 840 or ISOM 845, your second elective can be ISOM 840 or ISOM 845, your third, fourth, or fifth electives are limited to ISOM 851, ISOM 861, ISOM 910 or ISOM 920 with Academic Program Director approval only.

### **– ISOM-801 Solving Business Problems Using Advanced Excel**

#### **Credits:**

3.00

#### **Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

### **– ISOM-821 Data Management and Modeling**

#### **Prerequisites:**

This course was formerly ISOM-815

#### **Credits:**

3.00

#### **Description:**



Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction,

transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

## Electives

If your program allows you only three (3) electives, they must be approved MSBA electives, taken on campus unless permission to take online granted by Academic Program Director. If a concentration is declared, these electives must be in the same concentration. If you received a "must substitute" under the MSA Core Courses, your fourth elective must be an ACCT course, your fifth elective must be a TAX course, and your sixth elective can be any course from the approved MSA electives lists.

## Capstone Courses (6 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and

results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

## **Advising**

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs Advisor. Upon enrollment, students in the MSBA/MSA are also assigned faculty advisors from the Accounting and Information Systems and Operations Management Departments.

Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisors especially when choosing elective courses..

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### **College & Schools**

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**[Madrid Campus \(/madrid-campus\)](#)**



# MSBA/MSF DUAL DEGREE (ARCHIVE 2018-2019)

The Suffolk MSBA/MSF dual degree will help you bridge the gap between business analytics and the larger financial world. By completing this expedited program, you'll be ready to take a leading role in the practice of financial planning and advising. Customized curriculum options let you personalize your experience and specialize in your area of choice.

Suffolk's Master of Science in Finance degree is one of the only programs in New England that's a member of both the Chartered Financial Analyst (CFA) Institute University Affiliation Program and a Global Association of Risk Professionals (GARP) Academic Partner

You will be qualified to earn the CFA designation and your courses will be designed to help you earn the elite Financial Risk Manager (FRM) designation, valued by top employers across diverse businesses.

## STEM Classification

The MSBA/MSF is a dual degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit [the ISSO webpage \(/student-life/student-services/international-student-services\)](#).

- [Master of Science in Business Analytics/Master of Science in Finance Archive 2018-2019](#)

## Master of Science in Business Analytics/Master of Science in Finance Archive 2018-2019

## MSBA/MSF Curriculum

20-24 courses

56-68 credits

Program Length

Full-time: 16 to 28 months

Part time: 24-46 months

### Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking

advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

## Required Prerequisite Courses (12 credits)

Must be taken or waived prior to enrolling in Finance core courses.

### – SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

### – SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## Finance Core Courses (15 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650



**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

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– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

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– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

## **Business Analytics Core Courses (15 credits)**

Must be taken on campus unless permission to take online granted by Academic Program Director. If you received a "must substitute" under Business Analytics Core Courses, your first elective can be ISOM 845, your second, third, fourth, or fifth electives are limited to ISOM 851, ISOM 861, ISOM 910, or ISOM 920 with Academic Program Director Approval only.

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

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– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

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– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend

optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

## Finance and Business Analytics Elective Courses (12 credits)

Including the following two (2) required elective courses, an additional six (6) credits must be from the approved Business Analytics electives list and six (6) credits from the approved Finance list. Courses must be taken on campus unless permission to take online is granted by the Academic Program Director.

If you received a "must substitute" for ISOM 840, you must have the substitute elective course approved by your Academic Program Director.

## Required Electives (6 credits)

### – ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

### – FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

## **Finance/Business Analytics Capstone Courses (6 credits)**

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and

results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

## Advising

The Graduate Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their goals and concerns with their Graduate Programs Advisor. Upon enrollment, students in the MSBA/MSF program are assigned a faculty advisor from the Finance and Information Systems and Operations Management Departments. Students are encouraged to discuss their academic interests and career goals with their assigned faculty advisor especially when choosing elective courses.

## Waiver Policy

Required prerequisite courses may be waived. To waive an MSF prerequisite course a student must successfully complete equivalent coursework at the undergraduate/graduate level in the seven (7) years prior to the MSBA/MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Business Analytics core courses may be waived but credits must be substituted with an approved elective. For MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic

coursework at the undergraduate/graduate level in the seven (7) years prior to the MSBA/MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MSBA/MSF Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus.

All MSBA/MSF students must complete a minimum of 56 credits (18 courses and SBS 700 and FIN 601) in the Sawyer Business School.

## **Transfer Credit Policy**

Any candidates seeking transfer credits, taken at the graduate level from an AACSB-accredited graduate program in business, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and have been taken within the five (5) years prior to entering the Suffolk MSBA/MSF program. However, at the discretion of the MSF program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits may be considered for a transfer.

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# MSCJS/MSMHC DUAL DEGREE (ARCHIVE 2018-2019)

- Master of Science in Criminal Justice Studies/Master of Science in Mental Health Counseling Archive 2018-2019

## Master of Science in Criminal Justice Studies/Master of Science in Mental Health Counseling Archive 2018-2019

The 84-credit dual Master of Science in Crime & Justice Studies/Master of Science in Mental Health Counseling (MSCJS/MSMHC) program consists of 26 courses; eight in the Crime & Justice Studies Program (MSCJS) and 18 in the Mental Health Counseling Program (MSMHC). This degree meets the needs of public and private sector workers who wish to strengthen their direct service and administration skills in the increasingly interdependent areas of mental health, human services, and crime and justice. Students must meet the admissions requirements for both programs and declare this dual degree during the first year of matriculation. Degrees will not be awarded until all degree requirements for both degrees are fulfilled. The Mental Health Counseling degree requirements must be completed during the first two years of full-time program matriculation, beginning in the fall semester.

### MSCJS/MSMHC Dual Degree Requirements: 8 courses, 24 credits

#### Core Requirements (3 courses, 9 credits)

- CJ-681 Crime and Communities  
**Credits:**  
3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

## Electives (5 courses, 15 credits)

Choose five of the following:

– CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as

cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma

and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due

process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I



**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

**Mental Health Counseling Courses (18 courses, 60 credits)****Core Requirements (5 courses, 15 credits)**

– COUNS-712 Life Span Development

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

– COUNS-715 Methods of Research

**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-728 Professional Orientation: Ethical/ Legal Issues

**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

## Counseling Requirements (8 courses, 30 credits)

– COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

– COUNS-716 Psychological Diagnosis

**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing

**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

Take COUNS-738

**Credits:**

3.00

**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-740 Counseling Internship I

**Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

– COUNS-741 Counseling Internship II

**Prerequisites:**

Take COUNS-740;

**Credits:**

6.00

**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

## **Special Treatment Issue Requirement (1 course, 3 credits)**

Choose one of the following:

– COUNS-727 Substance Abuse & Treatment

**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

Note: Other option may be taken as an elective.

**Electives (4 courses, 12 credits)**

Choose four (4) of the following:

– COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy

**Credits:**

3.00

**Description:**



Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-751 Domestic Violence, Abuse & Neglect

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– COUNS-910 Independent Study

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

Coursework in related disciplines may be elected subject to approval of the program director. Elective availability is subject to program enrollment and instructor availability.

## Practicum & Internship

It is during the Counseling Skills Laboratory and the Counseling Practicum that a student demonstrates the ability to translate training into professional judgments and techniques. Students are required to apply formally for the Counseling Internship and to consult with their faculty advisors regarding their field placements. The Counseling Skills Laboratory and the Practicum must be completed with a grade of "B" (3.0) or higher. After two (2) failed attempts to satisfactorily complete the clinical practicum and/or internship, students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.

## Crime & Justice Studies Courses

### – CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

### CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-704 Legal Issues in Criminal Justice System**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

– CJ-705 Class, Race, Gender & Justice**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to

make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming

**Credits:**

3.00



**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

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– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

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– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

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– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

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– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

## Counseling Courses

### – COUNS-712 Life Span Development

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

### – COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

### – COUNS-715 Methods of Research

**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-716 Psychological Diagnosis

**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing

**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

– COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy

**Credits:**

3.00

**Description:**

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-727 Substance Abuse & Treatment

**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-728 Professional Orientation: Ethical/ Legal Issues

**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

Take COUNS-738

**Credits:**

3.00



**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-740 Counseling Internship I

**Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

– COUNS-741 Counseling Internship II

**Prerequisites:**

Take COUNS-740;

**Credits:**

6.00

**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-751 Domestic Violence, Abuse & Neglect

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– [COUNS-910 Independent Study](#)

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

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# MSF/JD DUAL DEGREE (ARCHIVE 2018-2019)

Suffolk's MSF/JD dual degree prepares you to be successful in a world where legal and business responsibilities are intertwined. The expedited nature of this program means you can finish both degrees in as little as four years of full-time study.

Having a combined expertise in law and finance will prepare you for a career in finance and securities law, corporate law, intellectual property protection, or regulatory compliance. Suffolk's program will seamlessly incorporate the legal and business courses into a balanced curriculum for your studies.

- **Master of Science in  
Finance/Juris Doctor  
Archive 2018-2019**

## Master of Science in Finance/Juris Doctor Archive 2018-2019

### Curriculum

12-15 Courses (MSF Portion Only)

32-41 Credits

\*Refer to the Law School for the Law School Portion of your degree.

Program Length

4 years of full-time study

5-6 years of part-time study

### Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

## Required Prerequisite Courses (12 credits)

Must be taken or waived prior to enrolling in Finance Core Courses.

- SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

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– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

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– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## **Elective Prerequisite Course (3 credits)**

May be taken at any point in program.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## **Finance Core Courses (15 credits)**

Note: Must be taken on campus unless permission to take online granted by Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.



## Concentration Descriptions and Applicable Elective Courses (12 credits)

Choose between two (2) and four (4) elective courses (depending on waiver status). If four (4) electives are required for your program, and a concentration is declared, three (3) must be in one particular concentration area. You may not declare an elective concentration if fewer than four (4) electives are required. Must be taken on campus, within Sawyer Business School, 800-level or above, unless permission to take online is granted by Academic Program Director.

### – SBS-920 Graduate Internship

**Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

**Credits:**

0.00

**Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

Note: Students wishing to take SBS 920 for as an elective in the MSF program must consult with the MSF advisor on how to be considered for this option.

### – MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: London Financial Services Travel Seminar is the only travel seminar approved as an MSF elective. Any other travel seminar requires MSF Academic Program Director approval.

## Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions

operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-825 International Finance

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-841 Financial Forecasting

**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## **Risk Management Concentration**

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and

managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting

**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

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– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

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– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the



capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– MGIB-850 Global Travel Seminar

**Prerequisites:**

SBS-600

**Credits:**

3.00

**Description:**

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

Note: Students who choose the Risk Management Elective Concentration must take FIN 816 and FIN 882 as part of their program.

## Investments Concentration

The Investments concentration will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Affiliation Program.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies,

optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship



supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus unless permission to take online granted by Academic Program Director.

– [FIN-820 Financial Policy](#)

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

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# ACCOUNTING (ARCHIVE 2018-2019)

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## Master of Science in Accounting (MSA) Archive 2018-2019

### MSA Curriculum

11-17 Courses

31-49 Credits

Program Length:

- Full-time in as few as 9 months
- Part-time in as few as 21 months

### Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- [SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making](#)

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

**Management Preparation Courses (9 credits)**

May be waived.

– SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## **MSA Preparation Courses (9 credits)**

May be waived.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– BLLS-800 Business Law**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

**MSA Core Courses (18 credits)**

If course is “must substitute,” select an elective following the rules outlined in the MSA-Approved Electives section.

– ACCT-801 Graduate Financial Accounting II**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

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– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

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– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control,

documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

**Capstone Course (3 credits)**

Should be taken as late in the program as possible.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

**Elective Courses (9 credits)**

The first elective must be an ACCT or TAX course. The second and third electives can be any courses from the Approved MSA Electives List. If a student received any "must substitute"



under the MSA Core Courses section of this document, the fourth elective must be an ACCT course, the fifth elective must be a TAX course, and the sixth elective can be any course from the Approved MSA Electives List.

## Accounting Learning Goals & Objectives

Learning Goals	Learning Objectives
Demonstrate ability to apply analytical reasoning skills to accounting problems, including financial statement analysis. (Analytical Reasoning)	<ol style="list-style-type: none"><li>1. Identify the problem and related issues.</li><li>2. Identify key assumptions.</li><li>3. Generate salient alternatives.</li><li>4. Examine the evidence and source of evidence.</li><li>5. Identify conclusions, implications, and consequences.</li></ol>

**Learning Goals****Learning Objectives**

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Demonstrate in depth knowledge of accounting principles, concepts, and applications and the role accounting plays in organizations and society.(Depth of Knowledge)

1. Demonstrate strong decision-making skills using model-building and evaluating the cost and benefit of available solutions.
  2. Understand both audit risk and business risk, identifying negative outcomes (including fraud) and evaluate methods through prevention, detection, and corrective controls. Ability to communicate the possible impact of identified risks and recommend corrective action.
  3. Identify what needs to be measured. Familiarity with appropriate measurement criteria, including US GAAP and IFRS, present the results objectively, and resolve ambiguities involving estimates.
  4. Demonstrate ability to prepare reports that are objective, concise, and clear, with relevant information that leads to appropriate conclusions and decision-making.
  5. Demonstrate the ability to utilize research skills to access, understand, and apply standards, rules, and other information, relying on industry trends, internal performance history, benchmarks, and best practices.
  6. Demonstrate the ability to use technology effectively and efficiently as a tool to assess and control risk, document work performed, research data, and build models.
-

**Learning Goals****Learning Objectives**

Effectively articulate the role of ethics in management.(Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct.
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
3. Demonstrate the ability to identify and take into account the interests of different stakeholders.
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability.
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
6. Appreciate that ethical norms vary across different countries and cultures.

Indicate an understanding of how culture, economic and political issues affect accounting and business decisions.(Global Awareness)

1. Articulate fundamental challenges of global business.
2. Analyze financial impacts of operating a global business.
3. Demonstrate awareness of the existence and applicability of alternate (non US GAAP) accounting standards, such as IFRS, for financial reporting for global (non-US) businesses.
4. Apply alternate accounting standards.
5. Identify the sources of IFRS.
6. Recognize the importance of IFRS in the future for US companies.

Demonstrate effective oral communication skills.(Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.

**Learning Goals**

Demonstrate effective written communication skills.(Written Communication):

**Learning Objectives**

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.

**Waiver/Transfer Policy****Waiver Policy**

Management Preparation Courses may be waived. MSA Preparation Courses may be waived. MSA Core Courses may need to be substituted with approved electives. To waive a Management Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSA matriculation, with a "B" or better. To waive an MSA Preparation Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA matriculation, with a "B" or better. Exception: ACCT 800 will only be waived if a student has completed prior coursework at a U.S. university. To substitute an approved elective for an MSA Core Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSA matriculation, with a "B" or better. Exception ACIB 872 and TAX 801 will only be waived if a student has completed prior coursework at a U.S. university.

**Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of with a "B" or better and have been taken within five (5) years prior to entering the Suffolk MSA program. However, at the discretion of the program director, MSA Core Courses may not be transferred if the subject material has

changed significantly since completion. A maximum of six (6) credits of Elective or MSA Core Courses may be considered for transfer.

## MSA Elective Tracks Archive 2018-2019

With a wide range of electives in areas like public accounting, controllership (for profit/not-for-profit), fraud examination, taxation, finance, and information technology, you can customize your degree to meet your career goals.

### Approved Electives by Discipline

#### Accounting

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-807 Forensic & Investigative Accounting

**Credits:**

3.00

**Description:**

This course examines the techniques used by forensic accountants to conduct investigations of white collar crime. Students will learn what fraud is, how we prevent it, how we detect it, and how we document our findings. They will learn about the "elements of crime" that must be proven for a specific statute (e.g., Title 26 U.S.C. ♦ 7201 - Tax Evasion) to be successfully prosecuted. A case study will be utilized to demonstrate the investigative process from inception to conclusion. Through the case,

students will learn how to: gather and document evidence; write memorandums, affidavits, and recommendation of prosecution reports; conduct investigative interviews by preparing an interview outline, building rapport, asking follow-up questions, and learning to detect deceit; and provide testimony in a mock trial to a (friendly) prosecutor and (aggressive) defense attorney.

– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas

including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-827 Special Topics in Accounting: Business & Regulation

**Prerequisites:**

Take MBA-650 and SBS-603 (previous); Take ACCT-804 and TAX-801 (previous or concurrent)

**Credits:**

3.00

**Description:**

This fast-paced, intensive course will help prepare students for the BEC and REG sections of the CPA exam. For the first half of the semester, the course will cover topics that aren't typically covered in an economics, finance, or cost accounting class, but that are covered on the BEC section of the CPA exam. These include COSO's internal control framework, the Sarbanes-Oxley Act, performance management, globalization, big data/data analytics, and more. Students will be expected to sit for BEC in mid- to late-October. For the second half of the semester, the course will cover topics that aren't covered in a personal federal taxation course, but that are covered on the REG section of the CPA exam. These include ethics, business law, government regulation of business and business structure, legal trusts and entities, taxation on property, and more. Students will be expected to sit for REG in early- to mid-January.

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its

agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

## Taxation

### – TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

### – TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

### – TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**



Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

– TAX-879 Personal Financial Planning**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

**Business Law**– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business

environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– BLLS-830 Managing in the International Legal Environment

**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– BLLS-871 Corporate Crime and Financial Fraud

**Credits:**

3.00

**Description:**

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes.

## Information Systems

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

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– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

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– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL

vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction, transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts.

Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.



– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## Finance

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-814 Options and Futures**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-818 Financial Econometrics**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

– FIN-825 International Finance**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-831 Portfolio Management**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-845 Private Capital Markets**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of

derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

## Entrepreneurship

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.



– MGES-800 Business Startups

**Credits:**

3.00

**Description:**

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a "go or no go" decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

– MGES-802 Corporate Entrepreneurship

**Credits:**

3.00

**Description:**

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple "external" collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

## Organizational Behavior

– MGOB-810 Emotional Intelligence

**Credits:**

3.00

**Description:**

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

– MGOB-820 Career Strategy

**Prerequisites:**

MBA 610 or MBA 710

**Credits:**

3.00

**Description:**

Students explore the nature of careers in the new economy. They learn how individual career strategy relates to the business strategy and competitiveness of employer firms. They also investigate possibilities for inter-firm career mobility and how individual enterprise, learning, and networking can influence industrial and economic prosperity.

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

– MGOB-855 Conflict & Negotiation

**Credits:**

3.00

**Description:**

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

– MGOB-860 Leadership and Team Building

**Prerequisites:**

MBA Students not eligible for this course.

**Credits:**

3.00

**Description:**

This course takes multiple approaches to the exploration of leadership. Emphasis is put on individual self-awareness as a critical precursor to leadership success. A wide range of activities, exercises, cases, and simulations are used to develop understanding of the dynamics of leadership. Team building, both as an activity and a topic for study, is used as the model to develop, practice, and improve individual leadership skills.

– MGOB-866 Managing Failure for Success

**Credits:**

3.00

**Description:**

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting upon their understanding, on the other hand, to

detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.

## Public Administration

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill as nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

## Strategy

– MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

– MGSM-834 Mergers and Acquisitions**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

**International Business**– MBA-740 Immerse- Travel Seminar**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

– PAD-840 Comparative Public Policy**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– BLLS-830 Managing in the International Legal Environment**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and

countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– FIN-825 International Finance

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– MGB-835 International Strategy

**Credits:**

3.00

**Description:**

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.



– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

## **Approved Electives by Career Path:**

### **For-Profit Controllership**

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

## **Not-For-Profit Controllership**

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

## Forensic Accounting

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-807 Forensic & Investigative Accounting

**Credits:**

3.00

**Description:**

This course examines the techniques used by forensic accountants to conduct investigations of white collar crime. Students will learn what fraud is, how we prevent it, how we detect it, and how we document our findings. They will learn about the "elements of crime" that must be proven for a specific statute (e.g., Title 26 U.S.C. ♦ 7201 - Tax Evasion) to be successfully prosecuted. A case study will be utilized to demonstrate the investigative process from inception to conclusion. Through the case, students will learn how to: gather and document evidence; write memorandums, affidavits, and recommendation of prosecution reports; conduct investigative interviews by preparing an interview outline, building rapport, asking follow-up questions, and learning to detect deceit; and provide testimony in a mock trial to a (friendly) prosecutor and (aggressive) defense attorney.

– BLLS-871 Corporate Crime and Financial Fraud

**Credits:**

3.00

**Description:**

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

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– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

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– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery

planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

## Information Technology

### – ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information.

Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

### – ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise

Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

## Tax Specialist

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.



– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

## Internal Auditing

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information.

Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss

technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

– MGOB-855 Conflict & Negotiation

**Credits:**

3.00

**Description:**

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– BLLS-871 Corporate Crime and Financial Fraud

**Credits:**

3.00

**Description:**

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes.

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-

making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## Public Accounting - Tax

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00



**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

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– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

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– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

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– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– MGSM-834 Mergers and Acquisitions

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

**Approved Electives for CPA Exam Preparation:**

**FAR**

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

**REG**

– ACCT-827 Special Topics in Accounting: Business & Regulation

**Prerequisites:**

Take MBA-650 and SBS-603 (previous); Take ACCT-804 and TAX-801 (previous or concurrent)

**Credits:**

3.00

**Description:**

This fast-paced, intensive course will help prepare students for the BEC and REG sections of the CPA exam. For the first half of the semester, the course will cover topics that aren't typically covered in an economics, finance, or cost accounting class, but that are covered on the BEC section of the CPA exam. These include COSO's internal control framework, the Sarbanes-Oxley Act, performance management, globalization, big data/data analytics, and more. Students will be expected to sit for BEC in mid- to late-October. For the second half of the semester, the course will cover topics that aren't covered in a personal federal taxation course, but that are covered on the REG section of the CPA exam. These include ethics, business law, government regulation of business and business structure, legal trusts and entities, taxation on property, and more. Students will be expected to sit for REG in early- to mid-January.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

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– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

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– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

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– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

## **BEC**

### – ACCT-827 Special Topics in Accounting: Business & Regulation

#### **Prerequisites:**

Take MBA-650 and SBS-603 (previous); Take ACCT-804 and TAX-801 (previous or concurrent)

#### **Credits:**

3.00

#### **Description:**

This fast-paced, intensive course will help prepare students for the BEC and REG sections of the CPA exam. For the first half of the semester, the course will cover topics that aren't typically covered in an economics, finance, or cost accounting class, but that are covered on the BEC section of the CPA exam. These include COSO's internal control framework, the Sarbanes-Oxley Act, performance management, globalization, big data/data analytics, and more. Students will be expected to sit for BEC in mid- to late-October. For the second half of the semester, the course will cover topics that aren't covered in a personal federal taxation course, but that are covered on the REG section of the CPA exam. These include ethics, business law, government regulation of business and business structure, legal trusts and entities, taxation on property, and more. Students will be expected to sit for REG in early- to mid-January.

### – FIN-810 Investment Analysis

#### **Prerequisites:**

MBA-650

#### **Credits:**

3.00

#### **Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.



**Approved Electives for CMA Exam Preparation:****– ACCT-824 Big Data and Financial Statement Analytics****Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

**– ACCT-825 Management Decisions and Control****Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

## **Graduate Certificate in Accounting (GCA) Archive 2018-2019**

**Curriculum:**

5 Courses

15 Credits

Program Length

Part-time in as few as 9 months

## Required Courses (15 credits)

If course is "must substitute" select an elective off of Approved GCA Electives List.

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

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– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

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– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

**Advising**

Upon enrollment students in the GCA are assigned an Accounting faculty advisor. Students are encouraged to discuss their academic interests and goals with their assigned faculty advisor.

The MSA Programs Office is also available to respond to any questions or concerns and may be reached at 617-573-8044 or [gca@suffolk.edu](mailto:gca@suffolk.edu).

**Waiver and Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, "B" or better, and provide official transcript (with English translation, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to Sawyer Business School (SBS) graduate degree programs in the same discipline as the certificate as long a grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case by case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

### **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Accounting.

## **Dual Degree with MSF Archive 2018-2019**

The MSA is available as a Dual Degree with the Master of Science in Finance.  
View the MSA/MSF Dual Degree Curriculum.

## **Dual Degree with MST Archive 2018-2019**

The MSA is available as a Dual Degree with the Master of Science in Taxation.  
View the MSA/MST Dual Degree Curriculum.

## **Dual Degree with MSBA Archive 2018-2019**

The MSA is available as a Dual Degree with the Master of Science in Business Analytics.  
View the MBSA/MSA Dual Degree Curriculum.

## **Graduate Accounting Courses Archive 2018-2019**

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

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– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

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– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the



US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-807 Forensic & Investigative Accounting

**Credits:**

3.00

**Description:**

This course examines the techniques used by forensic accountants to conduct investigations of white collar crime. Students will learn what fraud is, how we prevent it, how we detect it, and how we document our findings. They will learn about the "elements of crime" that must be proven for a specific statute (e.g., Title 26 U.S.C. ♦ 7201 - Tax Evasion) to be successfully prosecuted. A case study will be utilized to demonstrate the investigative process from inception to conclusion. Through the case, students will learn how to: gather and document evidence; write memorandums, affidavits, and recommendation of prosecution reports; conduct investigative interviews by preparing an interview outline, building rapport, asking follow-up questions, and learning to detect deceit; and provide testimony in a mock trial to a (friendly) prosecutor and (aggressive) defense attorney.

– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-827 Special Topics in Accounting: Business & Regulation

**Prerequisites:**

Take MBA-650 and SBS-603 (previous); Take ACCT-804 and TAX-801 (previous or concurrent)

**Credits:**

3.00

**Description:**

This fast-paced, intensive course will help prepare students for the BEC and REG sections of the CPA exam. For the first half of the semester, the course will cover topics that aren't typically covered in an economics, finance, or cost accounting class, but that are covered on the BEC section of the CPA exam. These include COSO's internal control framework, the Sarbanes-Oxley Act, performance management, globalization, big data/data analytics, and more. Students will be expected to sit for BEC in mid- to late-October. For the second half of the semester, the course will cover topics that aren't covered in a personal federal taxation course, but that are covered on the REG section of the CPA exam. These include ethics, business law, government regulation of business and business structure, legal trusts and entities, taxation on property, and more. Students will be expected to sit for REG in early- to mid-January.

– [ACCT-828 Special Topics in Accounting: Financial Accounting & Auditing](#)

**Prerequisites:**

Take ACCT-800, ACCT-801, and ACCT-805

**Credits:**

3.00

**Description:**

This fast-paced, intensive course will help prepare students for the AUD and FAR sections of the CPA exam. For the first half of the semester, the course will review the wide range of topics that are covered on the AUD section of the CPA exam. These include ethics, professional responsibilities, internal control, assessing risk and developing a planned process, evidence and procedures, audit sampling, IT systems, forming conclusions and reporting, auditing engagements and standards, review services, and more. Students will be expected to sit for AUD in early April. For the second half of the semester, the course will cover topics that aren't covered in a financial accounting series, but that are covered on the FAR section of the CPA exam. These include advanced accounting topics such as business combinations, derivatives and hedge accounting, and foreign currency transactions; state and local government concepts; not-for-profit accounting; and more. Students will be expected to sit for FAR

in either late May or early July. Class will be a mix of on campus and online sessions, with some potential flexibility in the timing of the online sessions, depending on student needs.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

– ACCT-910 Directed Individual Study in Accounting

**Prerequisites:**

Instructor's approval

**Credits:**

3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

– ACCT-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– [ACIB-872 International Accounting](#)

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

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# ADMINISTRATION OF HIGHER EDUCATION (ARCHIVE 2018-2019)

- Master of Education in Higher  
Education Administration Archive  
2018-2019

## Master of Education in Higher Education Administration Archive 2018-2019

The MEd in Administration of Higher Education (AHE) is a 12 course (36 credit) program that prepares students for administrative and leadership positions in higher education institutions.

**Degree Requirements: 12 courses, 36 credits**

**Core Requirements: 4 courses, 12 credits**

- AHE-625 Organization & Administration of Higher Education

**Credits:**

3.00

**Description:**

This course provides a broad overview of the American higher education landscape and serves as the primary vehicle for introducing students to the complex nature of college and university administration. The interplay between organizational characteristics, structures, and modes of governance will be explored as a means of elucidating the practical application of administrative theories in higher education.

- AHE-626 Legal Aspects Higher Education

**Credits:**

3.00

**Description:**

This course provides students with a practical, working understanding of the legal foundations that govern institutions of higher education. Using the case study method, it examines legal problems facing college and university administrators including tort liability, rights of teachers and students, free speech issues, contracts, tenure, confidentiality of records, and legal aspects of hiring and discrimination. Students will learn the current state of the law and acquire appropriate skills and resources necessary to make sound decisions in their professional practice, utilizing their knowledge of student development theories and the practical application of law and policy in higher education. Some emphasis will be placed on those areas of significance to the student affairs professional.

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– AHE-628 Financial Aspects Higher Education

**Credits:**

3.00

**Description:**

This course examines financial management and fiduciary practices internal to institutions of higher education. It provides an introduction to the sources of higher education funding, budgeting and disbursement, control mechanisms, and the role of finance in strategic planning. It also provides students with information they need to better understand and participate more effectively in the funding, budgeting, and revenue/expenditure processes in higher education. Students examine the role of strategic planning and resource allocation in public and private colleges/universities. Various topics, issues, and trends in the financial arena of higher education are also explored.

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– AHE-648 Research in Higher Education

**Credits:**

3.00

**Description:**

This course provides the knowledge and skills necessary for locating sources of information and doing effective descriptive research in higher education. Students will design and execute field research on structures and problems of specific post-



secondary institutions.

## **Administration of Higher Education Electives: 3 courses, 9 credits**

Choose three of the following:

– AHE-632 Diversity Issues in Higher Education

**Credits:**

3.00

**Description:**

This course provides students with the opportunity to examine theoretical scholarship and empirical research on race, class, and gender in American higher education. The overall goal of this course is to assist future practitioners in the field in developing an ability to critically evaluate institutional and departmental approaches to diversity in higher education. Students will explore such issues as affirmative action, sexual harassment, access and financial aid practices, and the relationship of diversity to learning outcomes.

– AHE-634 Student Development: Theory and Practice

**Credits:**

3.00

**Description:**

This course will explore theories, rationales, and methods of student development in higher education, as well as the organization and administration of student personnel services. Students will explore the history of student affairs and develop an understanding of the various functional areas and competencies associated with student affairs work. In addition, students will become familiar with a variety of theorists who have shaped the profession and incorporate relevant theories into program planning and assessment.

– AHE-635 The American College/University Student

**Credits:**

3.00

**Description:**

The course is an in-depth examination of post-secondary students at all levels utilizing available statistics and other resources to describe various campus cultures and explore student attitudes toward society in general and the post-secondary experience in particular. Focus is given to exploring trends and changes in the enrollment characteristics of college students and addressing the attitudes and values of campus sub groups and cultures. Consideration is given to methods of locating resources on students and to measuring the effect of post-secondary education.

– [AHE-643 Leadership in Higher Education](#)

**Credits:**

3.00

**Description:**

The purpose of this course is to introduce students to leadership characteristics and theories in higher education. The course examines various leadership styles endemic to the college and university environment, focusing on those relevant to the president, vice presidents, department chairs, deans, faculty, and students. Trait-factor, group, transformational, situational, and other theories of leadership are explored in the context of team-building, participatory decision-making, staff development, resource allocation, and future planning.

– [AHE-647 Critical Issues in Higher Education](#)

**Credits:**

3.00

**Description:**

In-depth research into and discussion of a range of pressing issues and problems such as affirmative action, executive compensation, international higher education and globalization, online/distance learning, for-profit higher education, and Internet issues. The goal of this course is to help students gain a general knowledge of some of the most salient higher education issues in the United States and develop skills to analyze and manage emerging issues they may encounter as professionals in the field.

**Electives: 3 courses, 9 credits**

In addition to Administration of Higher Education courses, students can select electives from a range of courses in other academic programs including, but not limited to, the following:

– AHE-642 College and University Culture

**Credits:**

3.00

**Description:**

The purpose of this course is to provide students with an overview of college and university cultures in American higher education. Students will gain an understanding of the properties of campus culture, including norms of behavior, values, stories, physical artifacts, sagas, myths, symbols, and architecture, all of which guide and shape institutional behavior. In addition, students will examine the cultural norms of behavior of various institutional stakeholders - faculty, staff, students, and administrators - and develop an understanding of how campus culture affects each of these groups. In order to become more familiar with the ethos of institutional functioning and behavior, students will conduct a small-scale independent research project, employing qualitative research techniques, to investigate and analyze a particular campus subculture.

– AHE-649 History of Higher Education

**Credits:**

3.00

**Description:**

This course examines the development of institutions and practices of higher education from their medieval origins to the present, concentrating on the American experience and identifying key trends in theory, organizations curriculum, and sociology. Not offered on a regular basis.

– CJN-769 Introduction to Marketing Communication

**Credits:**

3.00

**Description:**

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

– COUNS-727 Substance Abuse & Treatment

**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

– DSHE-710 Introduction to Disability Services in Higher Education

**Credits:**

3.00

**Description:**

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

– DSHE-720 Disability, Documentation, and Reasonable Accommodations

**Credits:**

3.00

**Description:**

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

– DSHE-730 Assistive Tech, Emerging Tech, and Web Access for Disability

**Credits:**

3.00

**Description:**

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

– DSHE-740 High School and Career Transition Planning for Students With Disabilities

**Credits:**

3.00

**Description:**

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Note: Students completing the MEd in Administration of Higher Education and the Disability Services in Higher Education Graduate Certificate may double count no more than one DSHE course.

**Supervised Field Experience: 2 courses, 6 credits**

Students enrolled in the Administration of Higher Education program are required to complete a practicum experience, which is designed to link theoretical issues in practice and in the classroom to problems and concerns encountered by students in a field setting. Students will select a field setting and gain practical, hands-on work experience under the guidance of a master's level or higher site supervisor. The practicum experience consists of two 3-credit Practicum courses taken over an academic year (one course per semester) combined with 300 total work hours in the field (150 per semester). Students typically spend 10 hours per week working at a local college or university in an academic or student affairs setting. Students formally apply for the practicum experience and consult with their advisor regarding field placement.

– AHE-645 Practicum in Administration

**Prerequisites:**

Instructor consent required

**Credits:**

3.00

**Description:**

The practicum experience provides for the practical application of administrative skills in an appropriate field placement under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the higher education environment. Students will apply theories learned in the classroom to a wide array of professional projects. Students enrolled in the course will meet as a class to discuss practicum-related issues.

## Learning Goals and Objectives

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

Learning Goals	Learning Objectives
Learn broad-based knowledge of administrative, leadership, and management practices and structures found in institutions of higher education.	Develop a proficiency in oral communication skills, which are vital to their success as future leaders in the profession.
Demonstrate the ability to connect theory to practice and apply what they learn in the classroom to professional work experiences in the field.	Formulate and pursue their own questions. Engage intellectual thought leaders to develop a response.
Conduct independent research and projects relevant to higher education administration issues.	Implement self-directed research and independent projects. Integrate refereed and peer-reviewed sources.



## Learning Goals

Gain proficiency in writing skills related to constructing scholarly papers, critical essays, issue papers, and other classroom-based projects.

Develop a proficiency in oral communication skills, which are vital to their success as future leaders in the profession.

## Learning Objectives

Master a variety of different writing styles. Write well developed arguments for and against issues in higher education.

Engage in all dimension of classroom citizenship (class preparation, group work, Q & A, class preparation, debates, etc.). Give effective formal and informal presentations.

## Administration of Higher Education Courses

### – AHE-625 Organization & Administration of Higher Education

#### **Credits:**

3.00

#### **Description:**

This course provides a broad overview of the American higher education landscape and serves as the primary vehicle for introducing students to the complex nature of college and university administration. The interplay between organizational characteristics, structures, and modes of governance will be explored as a means of elucidating the practical application of administrative theories in higher education.

### – AHE-626 Legal Aspects Higher Education

#### **Credits:**

3.00

#### **Description:**

This course provides students with a practical, working understanding of the legal foundations that govern institutions of higher education. Using the case study method, it examines legal problems facing college and university administrators including tort liability, rights of teachers and students, free speech issues, contracts, tenure, confidentiality of records, and legal aspects of hiring and discrimination. Students will learn the current state of the law and acquire appropriate skills and resources necessary to make sound decisions in their professional practice, utilizing

their knowledge of student development theories and the practical application of law and policy in higher education. Some emphasis will be placed on those areas of significance to the student affairs professional.

– AHE-628 Financial Aspects Higher Education

**Credits:**

3.00

**Description:**

This course examines financial management and fiduciary practices internal to institutions of higher education. It provides an introduction to the sources of higher education funding, budgeting and disbursement, control mechanisms, and the role of finance in strategic planning. It also provides students with information they need to better understand and participate more effectively in the funding, budgeting, and revenue/expenditure processes in higher education. Students examine the role of strategic planning and resource allocation in public and private colleges/universities. Various topics, issues, and trends in the financial arena of higher education are also explored.

– AHE-632 Diversity Issues in Higher Education

**Credits:**

3.00

**Description:**

This course provides students with the opportunity to examine theoretical scholarship and empirical research on race, class, and gender in American higher education. The overall goal of this course is to assist future practitioners in the field in developing an ability to critically evaluate institutional and departmental approaches to diversity in higher education. Students will explore such issues as affirmative action, sexual harassment, access and financial aid practices, and the relationship of diversity to learning outcomes.

– AHE-634 Student Development: Theory and Practice

**Credits:**

3.00

**Description:**

This course will explore theories, rationales, and methods of student development in higher education, as well as the organization and administration of student personnel services. Students will explore the history of student affairs and develop an understanding of the various functional areas and competencies associated with student affairs work. In addition, students will become familiar with a variety of theorists who have shaped the profession and incorporate relevant theories into program planning and assessment.

– AHE-635 The American College/University Student

**Credits:**

3.00

**Description:**

The course is an in-depth examination of post-secondary students at all levels utilizing available statistics and other resources to describe various campus cultures and explore student attitudes toward society in general and the post-secondary experience in particular. Focus is given to exploring trends and changes in the enrollment characteristics of college students and addressing the attitudes and values of campus sub groups and cultures. Consideration is given to methods of locating resources on students and to measuring the effect of post-secondary education.

– AHE-642 College and University Culture

**Credits:**

3.00

**Description:**

The purpose of this course is to provide students with an overview of college and university cultures in American higher education. Students will gain an understanding of the properties of campus culture, including norms of behavior, values, stories, physical artifacts, sagas, myths, symbols, and architecture, all of which guide and shape institutional behavior. In addition, students will examine the cultural norms of behavior of various institutional stakeholders - faculty, staff, students, and administrators - and develop an understanding of how campus culture affects each of these groups. In order to become more familiar with the

ethos of institutional functioning and behavior, students will conduct a small-scale independent research project, employing qualitative research techniques, to investigate and analyze a particular campus subculture.

– AHE-643 Leadership in Higher Education

**Credits:**

3.00

**Description:**

The purpose of this course is to introduce students to leadership characteristics and theories in higher education. The course examines various leadership styles endemic to the college and university environment, focusing on those relevant to the president, vice presidents, department chairs, deans, faculty, and students. Trait-factor, group, transformational, situational, and other theories of leadership are explored in the context of team-building, participatory decision-making, staff development, resource allocation, and future planning.

– AHE-645 Practicum in Administration

**Prerequisites:**

Instructor consent required

**Credits:**

3.00

**Description:**

The practicum experience provides for the practical application of administrative skills in an appropriate field placement under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the higher education environment. Students will apply theories learned in the classroom to a wide array of professional projects. Students enrolled in the course will meet as a class to discuss practicum-related issues.

– AHE-647 Critical Issues in Higher Education

**Credits:**

3.00

**Description:**

In-depth research into and discussion of a range of pressing issues and problems such as affirmative action, executive compensation, international higher education and globalization, online/distance learning, for-profit higher education, and Internet issues. The goal of this course is to help students gain a general knowledge of some of the most salient higher education issues in the United States and develop skills to analyze and manage emerging issues they may encounter as professionals in the field.

– AHE-648 Research in Higher Education

**Credits:**

3.00

**Description:**

This course provides the knowledge and skills necessary for locating sources of information and doing effective descriptive research in higher education. Students will design and execute field research on structures and problems of specific post-secondary institutions.

– AHE-649 History of Higher Education

**Credits:**

3.00

**Description:**

This course examines the development of institutions and practices of higher education from their medieval origins to the present, concentrating on the American experience and identifying key trends in theory, organizations curriculum, and sociology. Not offered on a regular basis.



# APPLIED POLITICS (ARCHIVE 2018-2019)

Suffolk University offers two distinctive graduate degrees — the Masters in Applied Politics and the Masters in Global Public Policy — to prepare students for political careers. Both consist of 10 courses (30 credits) of coursework. There is also a [dual MPA/MAAP \(/academics/academic-catalog-archives/dual-degrees-archive-2018-2019/mpa-maap-dual-degree---archive-2018-2019\)](#) option.

- [Master of Arts in Applied Politics Archive 2018-2019](#)
- [Dual Degree with MPA Archive 2018-2019](#)
- [Applied Policy Courses Archive 2018-2019](#)

## Master of Arts in Applied Politics Archive 2018-2019

**Degree Requirements: 10 courses, 30 credits**

**Core Requirements (6 courses, 18 credits)**

– [GVT-723 Graduate Internship](#)

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of

work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.



## **Electives (4 courses, 12 credits)**

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area.

## **Dual Degree with MPA Archive 2018-2019**

The MAAP is available as a Dual Degree with the Master of Public Administration:  
View the MPA/MAAP Dual Degree Curriculum.

## **Applied Policy Courses Archive 2018-2019**

### **– GVT-010 Summer Campaign Lab**

#### **Prerequisites:**

Instructor Consent Required

#### **Credits:**

0.00

#### **Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– GVT-609 Transitional Justice

**Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

– GVT-623 Political Survey Research

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics

**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the policies and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

— GVT-641 Ready, Set, Run!

**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

— GVT-642 Candidate Definition

**Credits:**

1.00

**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

— GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. The second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

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– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

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– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in

this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-671 Topics in Democracy

**Credits:**

3.00

**Description:**

In this course, students will have an opportunity to examine the basic foundations of the democratic theory and practice. Specifically, the course focuses on the building blocks of a democratic relationship between people and government, including transparency, accountability, accessibility, and opportunities for effective advocacy and participation. Both classical and modern authors who weighed in on these issues will be discussed.

– GVT-682 Crisis and Integration in Europe

**Credits:**

3.00

**Description:**

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.



– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

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– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

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– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which

policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**

3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning

goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– GVT-957 Thesis Research & Writing

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.



# BUSINESS ANALYTICS (ARCHIVE 2018-2019)

- [Master of Science in Business Analytics \(MSBA\) Archive 2018-2019](#)
- [Graduate Certificate in Business Analytics Archive 2018-2019](#)
- [Business Analytics Course List Archive 2018-2019](#)

## Master of Science in Business Analytics (MSBA) Archive 2018-2019

The Master of Science in Business Analytics (MSBA) program is a graduate level Science, Technology, Engineering, and Mathematics (STEM) program that aims to educate students in value creation through the study of data. This is accomplished using statistical and operations analysis, the formation of predictive and prescriptive models, and the communication of these results to stakeholders for improved decision making.

Graduates of this program will be equipped with the knowledge and skills to create business analytics use cases, execute the necessary analyses, and manage the business analytic lifecycle from analysis to implementation. Graduates will gain key knowledge of analytical functions in marketing, operations, accounting, finance, and innovation. Graduates should be able to develop executive reports, make presentations, and bridge the communication gap between data scientists and less technically-savvy business practitioners who want to solve business problems.

The MSBA complements our existing graduate programs, such as the MBA, MSF, MSA, MSM or MHA by enhancing students' capability in applying business analytics technology and methodology in their respective fields. The MSBA program may also serve as a career changer for BS graduates from science, mathematics, and engineering majors who seek to extend and apply their quantitative and analytical abilities in business analytics.

### STEM Classification

The MSBA is a graduate degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit the ISSO webpage.

## **MSBA Curriculum**

11 Courses

31 Credits

Program Length:

9-16 months of full-time study

20-30 months of part-time study

The MSBA program features one required 1-credit course, seven (7) core courses, and three (3) electives. Students must take courses on campus unless permission to take courses online is granted by the Academic Program Director.

### **Required Course (1 credit)**

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

### **Business Analytics Core Courses (21 credits)**



May be waived with credit substitution.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction,

transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and

results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

## **Electives (9 credits)**

Students must complete nine (9) credits of electives, 800-level or higher, within the Sawyer Business School and from the approved MSBA electives lists. All courses listed within each of the concentrations, in addition to select electives, will meet the electives requirement.

## **Electives and Concentrations**

### **Electives (9 credits)**

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Students must complete nine (9) credits of electives 800-level or higher and within the Sawyer Business School, or from the approved electives list to expand options for students.

A concentration does not need to be completed to meet the degree requirements of the MSBA. If a student is interested in completing a concentration to complement the MSBA curriculum focus, they may complete a concentration in accounting, finance, healthcare management or marketing. To successfully complete a concentration, select electives must be taken from the same concentration area.

A concentration does not appear on your diploma but is reflected on your transcript.

## **Concentration and Approved Electives**

You can specialize your MSBA degree by pursuing one of these four (4) concentrations: Accounting; Finance; Healthcare Management; and Marketing

## **Accounting Concentration (9 credits)**

### **Required Course:**

- MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

Select two of the following:

– ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the

sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds

and other types of financial-related frauds.

– ACCT-807 Forensic & Investigative Accounting

**Credits:**

3.00

**Description:**

This course examines the techniques used by forensic accountants to conduct investigations of white collar crime. Students will learn what fraud is, how we prevent it, how we detect it, and how we document our findings. They will learn about the "elements of crime" that must be proven for a specific statute (e.g., Title 26 U.S.C. ♦ 7201 - Tax Evasion) to be successfully prosecuted. A case study will be utilized to demonstrate the investigative process from inception to conclusion. Through the case, students will learn how to: gather and document evidence; write memorandums, affidavits, and recommendation of prosecution reports; conduct investigative interviews by preparing an interview outline, building rapport, asking follow-up questions, and learning to detect deceit; and provide testimony in a mock trial to a (friendly) prosecutor and (aggressive) defense attorney.

– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources



including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

## **Finance Concentration (9 credits)**

### **Required Course:**

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

Select two of the following electives:

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting

**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-825 International Finance

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.



– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

## **Healthcare Management Concentration (9 credits)**

### **Required Course:**

– HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Select one of the following electives:

– HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-812 Applied Research Methods for Healthcare Management

**Credits:**

3.00

**Description:**

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

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– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

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– HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

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– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

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– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

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– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

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– HLTH-845 Big Data Analytics for Health and Healthcare

**Credits:**

3.00

**Description:**

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including

banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

– HLTH-890 Healthcare Strategic Management

**Prerequisites:**

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems

Thinking), strategic analysis, and strategy development and implementation. Using Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for "what to do next."

## **Marketing Concentration (9 credits)**

### **Required Course:**

- MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Select two of the following electives:

- MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660



**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

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– MKT-814 Strategic Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

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– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk

Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-820 Sales Management

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

– MKT-860 Qualitative Methods and Customer Insights

**Credits:**

3.00

**Description:**

This course is designed to help students better understand, practice, and evaluate qualitative market research. The course introduces established and emerging research techniques which require students to actively engage in the process of conducting qualitative research (e.g., study design, data collection, analysis, reporting and storytelling). Statistical approaches including automated text analysis and content analysis are emphasized.

– MKT-870 Advanced Marketing Analytics

**Prerequisites:**

MKT-810 previously or concurrently

**Credits:**

3.00

**Description:**

In this course, students learn how data analytics transforms businesses and industries, using examples and case studies in multiple industries and contexts. Through applied examples, the use of statistical methods such as linear regression,

logistic regression, factor analysis, decision trees, cluster analysis, and optimization will be demonstrated. Students will be using the statistical software, such as SPSS and R, to explore patterns in marketing datasets and build predictive models.

### **Additional Approved MSBA Electives:**

– ISOM-840 Security and Privacy.

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data

to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

– ISOM-910 Directed Individual Study

**Prerequisites:**

Instructor Permission

**Credits:**

3.00

**Description:**

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

– ISOM-920 ISOM Internship

**Prerequisites:**

Approval of the student's Program Director and ISOM Department chair required.

**Credits:**

0.00- 3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the department chair and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either information systems, operations management, or business analytics. A final written report and presentation are mandatory if this course is taken for credit. Offered every semester.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

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– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

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– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive

innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**



Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

\*ISOM 910 and ISOM 920 require program director approval before either course can be taken. Additionally students are limited to one directed study and/or one internship course to meet their degree requirements.

## **Business Analytics Learning Goals & Objectives**

### **Learning Goals**

Demonstrate ability to apply analytical reasoning skills in applying business analytics to solve business challenges (Analytical Reasoning)

### **Learning Objectives**

1. Identify the problem and related issues
2. Identify key assumptions
3. Generate salient alternatives
4. Examine the evidence and source of evidence
5. Identify conclusions, implications, and consequences.

**Learning Goals**

Demonstrate application of business analytics knowledge even in new and unfamiliar circumstances through conceptual understanding (Knowledge Integration)

**Learning Objectives**

1. Acknowledge that the project covers different key functional areas in business
2. Display understanding across different key functional areas in business
3. Identify the methodologies appropriate to solve the problem
4. Apply and coordinate the methodologies to get the best solution for the problem
5. Display understanding of the implications of the solution for each functional area
6. Demonstrate overall ability to integrate knowledge from the different functional areas

**Learning Goals****Learning Objectives**

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Apply ethical principles to business analytics decision making.(Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma
3. Demonstrate the ability to identify and take into account the interests of different stakeholders
4. Understand how business strategies that facilitate "doing good" can be made consistent with profitability
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal
6. Appreciate that ethical norms vary across different countries and cultures.

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Demonstrate effective oral communication about the entire business analytics cycle (Oral Communication)

1. Organize the presentation effectively
  2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision
  3. Develop the topic
  4. Communicate with the audience
  5. Use communication aids effectively
  6. Summarize the presentation.
-

## Learning Goals

Demonstrate effective written communication about the entire business analytics cycle (Written Communication)

## Learning Objectives

1. Develop a topic with supporting details
2. Organize written communication effectively and logically
3. Use correct word choice and effective sentence structure
4. Employ normal conventions of spelling and grammar
5. Provide examples and supporting evidence
6. Communicate accurate quantitative results.

## Advising

Students in the MSBA Program are assigned an advisor. Students are encouraged to discuss their academic interests and goals with their advisor, especially when choosing elective courses. The Graduate Programs in Business Analytics Office is also available to respond to any questions or concerns and may be reached at 617-994-4240 or [msba@suffolk.edu](mailto:msba@suffolk.edu).

## Waiver/Transfer

MSBA core courses may be waived but credits must be substituted with an approved elective.

For MSBA core courses to be considered as waived with an approved elective for substitution, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSBA matriculation, "B" or better, and provide official transcripts (with English translations, if applicable).

Review of any coursework taken previously from an AACSB-accredited MSBA program will be completed on a case-by-case basis. The credits cannot apply to a previously completed degree and must be substituted with an approved elective. Only courses for

which an earned grade of "B" or better and taken within five (5) years prior to enter the MSBA program will be considered.

All waivers with substitution are evaluated upon a student's acceptance into the MSBA Program.

All MSBA students must complete a minimum of 31 credits in the Sawyer Business School (10 courses and SBS 700). Students previously enrolled in a SBS graduate program, and who successfully completed MBA 600, SBS 600, or SBS 700 with a "P" grade or grade of "B" or better, are not required to retake the course; therefore are only required to complete a minimum of 30 credits in the Sawyer Business School.

## **Graduate Certificate in Business Analytics Archive 2018-2019**

Suffolk's Graduate Certificate in Business Analytics (GCBA) is a 5-course program designed for individuals who are previous business majors with an interest in gaining skills in business analytics, including data management and predictive analytics.

As a part-time student, you can complete the GCBA in as few as nine (9) months. If you apply to the MSBA, MSM, or MBA degree program at the Sawyer Business School within a year of completing this certificate and earn a GPA of 3.3 or higher, you won't need to take the GRE or GMAT.

### **Curriculum**

5 Courses

15 Credits

Program Length

9-16 months of part-time study\*

\*Can be completed in 2-3 semesters, part-time.

**Required Courses (15 credits)****– ISOM-801 Solving Business Problems Using Advanced Excel****Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

**– ISOM-821 Data Management and Modeling****Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

**– ISOM-825 Enterprise Data Management****Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

— ISOM-835 Predictive Analytics**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

— SBS-604 Data Analytics**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits within the Sawyer Business School as well as meet the individual requirements of a particular program.

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

Upon enrollment, students in the GCBA are assigned an advisor from the ISOM Department. Students are encouraged to discuss their academic interests and goals with their assigned advisor. The Graduate Programs in Business Analytics Office is also available to respond to any questions or concerns and may be reached at 617-994-4240 or [msba@suffolk.edu](mailto:msba@suffolk.edu).

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, "B" or better, and provide official transcript (with English translation, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to Sawyer Business School (SBS) graduate degree programs in the same discipline as the certificate as long a grade of "B" or better was earned in that course.



Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Business Analytics.

## Business Analytics Course List Archive 2018-2019

### Business Analytics Graduate Course List

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-813 Business Systems Analysis

**Prerequisites:**

MBA-670 or MBA-730

**Credits:**

3.00

**Description:**

Covers the concepts, techniques and tools used in the analysis, design and implementation of information systems to analyze and solve business problems. Fundamental information systems concepts, a systems life cycle approach and various systems analysis tools are used to design an optimal solution to solve business problems. A variety of tools will be used including lectures, cases, assignments and a project involving the design, analysis and prototyping of an information system. From the initial project scope and definition of system requirements, database schema, application architecture and GUI, the student uses industry standard templates to prepare a real life case study. Additionally, the course focuses upon using Object Oriented analysis and design techniques including the UML.

– ISOM-815 Data Management and Big Data

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-827 Data Warehouse and Business Intelligence

**Credits:**

3.00

**Description:**

This course teaches students how to build and maintain data warehouses, and how to analyze and use this data as a source for business intelligence and competitive advantage. Students study data mining concepts and the use of analytics tools and methods for producing business knowledge. Topics include extraction,

transformation and loading; decision support systems; text, web and data mining models as well as data presentation/visualization including dashboards, scorecards and various charts. Students build a data warehouse and practice the extraction and filtering process used to produce high quality data warehouses. Students will use tools such as MS Excel, SAP Lumira, Tableau and SAP Business Warehouse.

– ISOM-828 ERP System and Process Reengineering

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-837 Data Mining and Business Insights

**Prerequisites:**

Take ISOM-835

**Credits:**

3.00

**Description:**

This course is built upon the predictive modeling course and covers a broad collect of data mining and business intelligence techniques, including logistic regression, discriminant analysis, support vector machines, clustering methods, network analysis, association rule mining, text mining, etc. It focuses on turning data into business intelligence and eventually use data and analytics to create business value. The course takes a holistic approach of business analytics, starting from identifying and defining business questions, evaluating data quality, cleaning and preparing data to selecting models, interpreting outcomes, and communicating analysis and results to technical and management audiences. Throughout the course, students are involved in hands-on analysis using large sets of real data from a variety of industries. A term project and a formal presentation of the project are required.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

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– ISOM-910 Directed Individual Study

**Prerequisites:**

Instructor Permission

**Credits:**

3.00

**Description:**

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

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– ISOM-920 ISOM Internship

**Prerequisites:**

Approval of the student's Program Director and ISOM Department chair required.

**Credits:**

0.00- 3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the department chair and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either information systems, operations management, or business analytics. A final written report and presentation are mandatory if this course is taken for credit. Offered every semester.

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# SBS NON-DEGREE OPTIONS (ARCHIVE 2018-2019)

- [Management Advancement Professional \(MAPS\) Studies Archive 2018-2019](#)
- [CPA Educational Requirements Archive 2018-2019](#)
- [Continuing and Professional Studies \(CAPS\) Program Archive 2018-2019](#)
- [Visiting Students Archive 2018-2019](#)

## Management Advancement Professional (MAPS) Studies Archive 2018-2019

If you have at least one year of full-time work experience and a 2.8 or higher GPA, you may be eligible to enroll in up to two MBA core courses, two MSF prerequisite courses, or two MSA management preparation courses before formally applying, as part of the MAPS program.

Courses taken in MAPS will subsequently apply toward the Suffolk MBA, MSF, MSFSB, or MSA degree if, after formal application, you meet standard admission criteria.

MAPS is available at our Boston campus. Some courses are also available online.

Create an account and apply online.

## CPA Educational Requirements Archive 2018-2019

If you only need one or two more courses to sit for the CPA exam in Massachusetts, you can apply for the Management Advancement Professional Studies (MAPS) CPA Educational Requirements option. You can take up to two classes of accounting, taxation, or business law courses at our Boston campus or online.

Eligible applicants must have a minimum cumulative GPA of a 3.0 and at least one year of work experience or a master's degree. You also need to undergo Pre-Evaluation Eligibility Determination notification from NASBA, outlining the classes you need to sit for the CPA exam.

Courses taken in the CPA MAPS program could subsequently apply toward the Suffolk MSA or MST degree if, after formal application, you meet standard admission criteria.

You may register as early as one month before classes begin, but students enrolled in degree programs are granted priority registration. Contact Caitlin DeStefano for advising.

Create an account and apply online.

## **Continuing and Professional Studies (CAPS) Program Archive 2018-2019**

If you are pursuing a graduate MPA or MHA degree, you may be eligible to enroll in up to two graduate courses before formally applying, as part of our CAPS program. Courses must be selected with the advisor's consent and will be offered on a space available basis.

Create an account and apply online.

## **Visiting Students Archive 2018-2019**

If you're a graduate student in good academic standing at another AACSB-accredited institution, you can take a course at Sawyer Business School and transfer the credit to your university.

If the Suffolk course you select indicates a prerequisite, you must demonstrate via transcripts that you meet the prerequisite. You can take courses at our main campus in Boston, and online. Find out your current university or school is AACSB-accredited online.

Visiting students must provide the following:

- A letter (on official university letterhead) from your business school Dean indicating:
  - That you're in good academic standing
  - The specific Suffolk Business School course(s) you will enroll in
  - That the indicated course(s) will transfer to your home program
- Copies of your graduate transcripts. Unofficial transcripts are acceptable, but official transcripts are highly recommended.

Visiting students instructions:

- You should create an account and apply online.
  - When prompted, please mark "YES" next to Visiting Student at the start of your application process in order to access the Visiting Student Application.
- Fill out the online application and upload your transcripts and the letter from your Dean.
- Once your application has been approved, you will be contacted by a member of the Office of Graduate Admission, and issued a student identification number.
- After the identification number has been issued, you will be instructed to contact the Office of the Bursar at 617-573-8430 to make a payment. Payment is required in full at the time of registration.
- Once payment has been submitted, please contact the Office of the Registrar to complete the course registration process at 617-573-8430, or by email.
- Contact the Office of Graduate Admission at 617-573-8302 with questions about graduate programs or admission policies, the Registrar's Office at 617-573-8430 with questions about registration procedures or course availability, and the Office of the Bursar at 617-573-8407 with questions about tuition fees and payment policies.

If you have any questions or concerns please email Emily Pytko, Assistant to the Dean of Graduate Programs.

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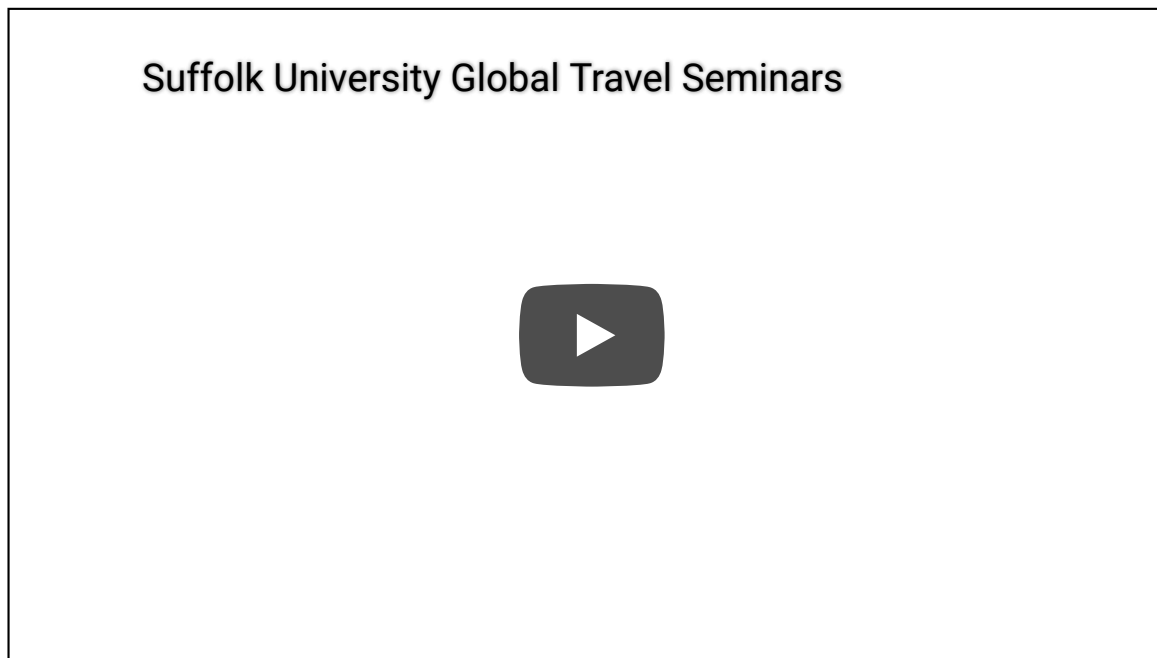


# SBS TRAVEL SEMINARS (ARCHIVE 2018-2019)

- Travel Seminars  
Archive 2018-  
2019

## Travel Seminars Archive 2018-2019

Are you ready to travel the globe and work alongside senior-level executives?



Travel Seminars are an opportunity to work on real-life case studies at major global businesses. Our students have visited and pitched proposals to major companies, such as Adidas, Embraer, BMW, Volkswagen, Goodrich and Pepsi.

The experience will stand out on your resume, letting potential employers know that you're ready to take on global opportunities and challenges in a business setting. The Travel Seminar is a required course for MBA students but can be taken as an elective in many other programs.

## How to Register

1. Complete your online registration form by selecting your preferred destination below. Login to the application portal using your Suffolk credentials (similar to logging into your email). Once the page opens, click on "Apply Now" to begin your registration. (Note: Links to registration forms will be available every semester on the first day of the priority registration period).

- China
- Germany
- London Healthcare
- London Finance
- California
- Brazil
- Ireland

2. Meet with your advisor, if necessary.

3. During the registration period, pay your \$500.00 deposit online through your Suffolk Portal. The deposit will be applied toward your course tuition.

4. If traveling internationally, submit a copy of your passport to Hillary Sabbagh, located on the 9th floor of 73 Tremont St.

## Important Notes

- Your application will not be accepted until all materials have been submitted.
- Registration will remain open until class is full.
- Limited seats are available and are on a first-come, first-served basis

## Contact

### Hillary Sabbagh

Faculty Led Program and International Internship Manager

Phone: 617-573-8034

Email: [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu)



# CLINICAL PSYCHOLOGY (ARCHIVE 2018-2019)

Suffolk University's doctoral program in Clinical Psychology provides training in both psychological research and practice. The goal is to prepare students to be competent professionals in clinical psychology who may function in a variety of professional settings including academic, research, clinical, and community.

Students may opt to pursue additional learning and mentoring outside the classroom in a variety of areas such as acceptance and mindfulness, clinical child psychology, community psychology, cultural diversity, health psychology, life span development, neuropsychology, or teaching through research mentoring and clinical placements (when available).

- [Program Requirements Archive 2018-2019](#) • [Degree Requirements Archive 2018-2019](#)
- [Program Aims Archive 2018-2019](#) • [Psychology Graduate Courses Archive 2018-2019](#)

## Program Requirements Archive 2018-2019

For research and professional training in the area of clinical psychology, the PhD in Clinical Psychology offers the following courses and requires students to complete 72 credit hours in order to participate in an internship. The Master's degree is earned en route to the doctoral degree after a student has completed their presentation and manuscript for their Early Research Project manuscript. Students must maintain a 3.0 (B) average. All courses are consistent with the requirements of the American Psychological Association and the Massachusetts Licensing Board.

### Required Courses:

- [PSYCH-706 Assessment II](#)

#### Prerequisites:

Restricted to PhD students only.

**Credits:**

3.00

**Description:**

The goal of this course is to serve as a foundation for clinical practice and research activity in the important area of clinical neuropsychological assessment and psychological assessment. It serves to introduce the student to the techniques, methods and theories relevant to the practice of neuropsychological and psychological assessment. The course can roughly be divided into two halves. In the first half general technique, theory, and individual statistics will be covered. This will start with the procedures for the clinical neuropsychological examination, including the interview, preparation of the patient, and selection of instruments. The nature and structure of cognition, factor structure of the neuropsychological battery, and a theory of brain-behavior relationships will be covered. This will be followed by coverage of statistics as applied to assessment, that is, the difference between the inferential form of statistics students are used to (group statistics) and the probabilistic form (individual) of statistics useful in assessment. Subsequent focus will be on clinical decision-making, that is, the use of test data to respond to the diagnostic and descriptive questions that are the goals of the assessment process. The first half of the class will finish with a focus on individual differences, critical to the interpretation psychological test data. The second half of the course will focus on specific cognitive functions, assessment of personality and psychopathology, and on civil and forensic contexts relevant to assessment. Normally offered yearly.

– PSYCH-711 Scientific Writing for the Psychological Sciences

**Credits:**

3.00

**Description:**

Provides intensive training in the process of psychology-orientated scientific writing. Topics include identifying knowledge gaps in the extant literature through a critical review of existing research, developing a strong rationale for future research, basic writing style and structure, disciplined writing practices, effective revision, and peer-review. Normally offered yearly.

– PSYCH-716 Adult Psychopathology

**Credits:**

3.00



**Description:**

This graduate seminar requires students to examine and respond to current thinking and controversies in the conceptualization and categorization of mental disorders generally, and adult disorders in particular. Students will acquire foundational knowledge about the diagnostic characterization, etiology, and epidemiology of the major classes of adult behavior disorders; investigate mental disorders and our current diagnostic system from a variety of different perspectives (clinical, research, biological, sociocultural, etc.); gain significant practice critically evaluating scientific research and in articulating thoughtful responses to social and behavioral research on mental disorders. Normally offered yearly.

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– PSYCH-721 Evidence-Based Practice in Psychology

**Credits:**

3.00

**Description:**

Introduces students to the concept of empirically informed clinical practice. Topics covered include the history of the evidence-based movement in psychology, an overview of the methods used in scientifically-informed clinical practice (e.g., case conceptualization, treatment planning, ongoing assessment of progress), and an introduction to specific evidence-based principles that can be used in psychotherapy (e.g., exposure therapy, behavioral activation, etc.). Normally offered yearly.

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– PSYCH-738 Clinical Practicum & Ethics IA

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

Doctoral students complete an academic year of placement service (9-10 months) at one of the selected practica sites during their second year of academic training. Students complete between 12 and 20 hours per week of placement service to include training in assessment, diagnostic interviewing and intakes, intervention, and applied research with diverse populations. Students will receive on-site supervision by licensed psychologists and other approved professionals. Students participate in a weekly practicum seminar. This didactic portion examines the legal, ethical, and professional

issues currently facing psychologists in practice with diverse populations, including confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence. Normally offered every fall semester.

– PSYCH-739 Clinical Practicum & Ethics IB

**Prerequisites:**

PSYCH-738; Instructor Consent Required

**Credits:**

3.00

**Description:**

Continuation of Practicum & Ethics IA. Normally offered every spring semester.

– PSYCH-740 Clinical Practicum IIA

**Prerequisites:**

PSYCH-738, PSYCH-739; Instructor Consent Required

**Credits:**

3.00

**Description:**

Doctoral students complete an academic year of placement service (9 to 10 months) at one of the selected practica sites during their third year of academic training. Students complete approximately 20 hours per week of placement service to include assessment, intervention, and consultation with diverse populations. Students receive on-site supervision by licensed psychologists and other approved professionals. All students will concurrently participate in practicum seminars taught by Suffolk University faculty. The didactic supplement provides a foundation in developing students' knowledge in the areas of consultation and supervision along with continued training in cultural and individual diversity. Normally offered every fall semester.

– PSYCH-741 Clinical Practicum IIB

**Prerequisites:**

PSYCH-738, PSYCH-739, PSYCH-740; Instructor Consent Required

**Credits:**

3.00

**Description:**

Continuation of Practicum 2A. Normally offered every spring semester.

– PSYCH-743 Clinical Supervision and Consultation in Psychology

**Prerequisites:**

Doctoral Standing

**Credits:**

3.00

**Description:**

Examines theoretical foundations, empirical research, approaches, and ethics of clinical supervision and consultation in professional psychology. Emphasis will also be placed on the integration of theory and empirical findings into the application of skills necessary to work as effective clinical supervisors and psychological consultants. Offered yearly.

– PSYCH-L718 Clinical Psychology Lab I

**Credits:**

0.00

**Description:**

Provides students enrolled in the Ph.D. program in Clinical Psychology an extended introduction and orientation to the program and to the field of clinical psychology. Enrollment by invitation of the DCT only. The lab will be graded P/F. Offered yearly.

– PSYCH-L720 Clinical Psychology Lab II

**Credits:**

0.00

**Description:**

Continues the orientation and early skill development of students enrolled in the Ph.D. program in Clinical Psychology. Provides a lab experience within which to explore and develop initial skills preparatory for practicum experience in year 2. Enrollment by invitation of the DCT only. This lab will be graded P/F. Offered yearly.

**The following courses should be completed to ensure acquisition of graduate-level knowledge in APA's discipline-specific knowledge (DSK) domains.**

Take the following course to fulfill the **History and Systems of Psychology** content area:

– PSYCH-719 History & Systems of Psychology

**Credits:**

3.00

**Description:**

The purpose of this course is to trace the origin and development of psychology as a field of study from its philosophical and scientific roots to present day theories. The emphasis will be on critically examining the various systems of psychology, especially as they are translated into psychological practice, and their development in relation to sciences and societies. Normally offered yearly.

Take the following course to fulfill the **Affective and Cognitive Aspects of Behavior** content area as well as the **Advanced Integrative Knowledge of Basic Discipline-Specific** content area:

– PSYCH-764 Cognitive and Experimental Approaches to Emotion

**Credits:**

3.00

**Description:**

Investigates theories regarding the function and experience of emotion. This course will survey the historical concepts of emotion in psychology and current theories of emotion, including motivational, cognitive and physiological aspects. The course will also describe research methods used in the study of emotion, including psychophysiology and neuroimaging, as well as clinical implications. Normally offered alternate years.

Take the following course to fulfill the **Biological Bases of Behavior** content area:

– PSYCH-792 Introduction to Neuropsychology and the Clinical Neurosciences

**Credits:**

3.00

**Description:**

Neuropsychology is the study of the affective, behavioral and cognitive consequences of brain injury, and clinical neuropsychology is the professional discipline that deals with the methods and techniques of assessing the consequences of brain insult. Clinical neuroscience is a branch of neuroscience that focuses on the scientific study of fundamental mechanisms that underlie diseases and disorders of the brain and central nervous system. It seeks to develop new ways of diagnosing such disorders and ultimately of developing novel treatments. This course will take the assumption that a good way to become a biologically informed practitioner of clinical psychology, is to participate in systematic instruction and learning in neuropsychology and the clinical neurosciences. In psychology graduate school, you are also becoming the culturally informed clinician, the developmentally informed clinician, and so forth. Toward that goal the reading and lecture materials for Psychology 792 will bring together the fields of neuroanatomy and functional neuroanatomy, neurobehavioral syndromes, cellular mechanisms of the central nervous system, behavior genetics including epigenetics, and psychopharmacology.

Take the following course to fulfill the **Developmental Aspects of Behavior** content area:

– [PSYCH-749 Lifespan Development](#)

**Prerequisites:**

Doctoral Standing

**Credits:**

3.00

**Description:**

Examines development across the lifespan, including biological, cognitive, social, and emotional development, with attention to the role of culture and context. Reviews major theories of development and how such theories provide conceptual frameworks for understanding the development adaptive and maladaptive behaviors and trajectories. Also addresses implications for treatment and prevention. Normally offered yearly.

Take the following course to fulfill the **Social Aspects of Behavior** content area:

– PSYCH-732 Social Bases of Behavior and Experience

**Credits:**

3.00

**Description:**

Introduces students to the social bases of behavior and experience through examination of some traditional topics from the field of social psychology. These include: social cognition; self-knowledge; self-presentation; attitude formation and change; attraction and close relations; altruism; aggression; prejudice and stereotypes; and group dynamics. In addition, the course may include discussion of cross-cultural approaches to healing and the relationship between culture and mental health. Normally offered alternate years.

Take the following course to fulfill the **Research Methods** content area:

– PSYCH-718 Research Methods and Ethics

**Credits:**

3.00

**Description:**

Provides students with foundational skills needed to be both a consumer and producer of psychological research. Topics covered include hypothesis and proposal generation, experimental, correlational and qualitative designs, strategies to minimize bias, measurement issues, participant selection and recruitment, data management, grantsmanship and the dissemination of findings. Ethical issues in the conduct of research are emphasized. Normally offered yearly.

Take the following courses to fulfill the **Statistical Analysis** content area:

– PSYCH-722 Graduate Statistics in Psychology I

**Credits:**

3.00

**Description:**

Introduces basic statistical tests such as t tests, ANOVA, correlation, regression, Chi Square, and power analysis. Students are also required to demonstrate proficiency in computer data analysis using SPSS. Normally offered yearly.

– PSYCH-723 Graduate Statistics in Psychology II

**Prerequisites:**

PSYCH-722

**Credits:**

3.00

**Description:**

Focuses on multivariate statistics and the interaction of research design and statistical analysis. Emphasis on MANOVA, multiple regression, principle components analysis/factor analysis, and logistic regression. Issues involving experimental and statistical control, multicollinearity, specification error, and nesting will be covered. Students learn basic principles of multivariate analysis, read journal articles using multivariate techniques, analyze data using each main type of analysis covered in the course, and write results and tables using APA style. Normally offered yearly.

Take the following course to fulfill the **Psychometrics** content area:

– PSYCH-705 Assessment I

**Prerequisites:**

Restricted to PhD students only.

**Credits:**

3.00

**Description:**

The seminar aims to introduce you to the theory and practice of evidence-based social, emotional and behavioral assessment. To this end, specific issues we will cover include psychometric theory, cognitive abilities/intelligence testing, some classic assessment controversies, strengths and weaknesses of various assessment approaches, ethical and cultural issues, and the psychological assessment of children.

Choose one of the following courses to fulfill the **Individual and Cultural Diversity** content area:

– PSYCH-712 Multicultural Psychology

**Prerequisites:**

Graduate course for Psychology Ph.D. program, approved by department.

**Credits:**

3.00

**Description:**

Introduces students to multicultural issues relevant to psychology. Covers a broad range of cultural diversity (sex, age, race, ethnicity, language, religion, sexual orientations, etc.) topics to highlight the role of culture in understanding human behavior and health-related issues. This course intends to strengthen students' multicultural knowledge, sensitivity, and competence in research/professional practice through their exposure to various theoretical/empirical perspectives, media, experiential exercises, etc. Students will acquire in-depth awareness of self and others' worldviews and a better insight into immigrants/minority groups, privilege/oppression, health care access/disparity issues, interpersonal relationship, community health and well being domains.

– PSYCH-729 Social Justice in Psychology

**Credits:**

3.00

**Description:**

Investigates race and ethnicity as ideological categories that both inform group identity and reproduce social inequalities. The course begins with an overview of the social and historical forces that developed these categories, with a focus on some of the major ethnic groups in the United States. Explores historical and contemporary roles played by psychologists around these issues. Students learn how to individually and collectively avoid perpetuating injustices in the science and practice of psychology. Course topics exemplify how race and ethnicity are inextricably linked to other identity categories, especially gender, class, and sexual identity. Normally offered alternate years.

Choose one from the following courses to fulfill the second **Intervention** requirement:

PSYCH-703 Etiology and Treatment of Anxiety and Related Disorders



**Credits:**

3.00

**Description:**

This course focuses on the origins, maintenance, and treatment of anxiety and related disorders (e.g., depressive and trauma and stressor-related disorders). The class utilizes a cognitive-behavioral theoretical perspective to explore the development and treatment of anxiety and related disorders. Consistent with the introduction of unified cognitive-behavioral therapy (CBT) protocols for the treatment of emotional disorders, this course uses a transdiagnostic framework to highlight shared etiological and treatment mechanisms common across anxiety and related disorders. Emphasis will be placed on the integration of theory and empirical findings into the application of clinical skills for the treatment of adults with these disorders.

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– PSYCH-714 Dialectical Behavior Therapy

**Credits:**

3.00

**Description:**

In this psychotherapy seminar, students will learn about dialectical behavior therapy (DBT), an evidence-based treatment for borderline personality disorder (BPD). Students will gain knowledge and experience (via role-plays) in behavioral assessment and in all modes of DBT, including individual therapy, group skills training, telephone coaching, and consultation team. Students will explore the theoretical bases of the treatment, as well as gain knowledge of the empirical basis for DBT's use with various patient populations, including BPD, opioid dependent, chronically suicidal/self-harming, and other populations (inpatients, bipolar disorder, friends and family of seriously mentally ill, etc.). Normally offered alternate years.

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– PSYCH-779 Acceptance-Based Behavioral Therapy Psychotherapy

**Credits:**

3.00

**Description:**

Examines the contemporary movement integrating acceptance (willingness to experience thoughts, emotions, physiological sensations and images) and mindfulness (intentional and non-judgmental awareness of the present moment) into traditional cognitive and behavioral approaches to case formulation and treatment. Topics include

analysis and discussion of the theoretical underpinnings of this movement, examination of specific emerging therapies, and exploration of the application of these therapies to a variety of clinical problems. Normally offered alternate years.

PSYCH-772 (Teaching of Psychology) is a prerequisite for teaching as a graduate student lecturer in the department.

– PSYCH-772 The Teaching of Psychology

**Credits:**

3.00

**Description:**

Examines current theory and research on effective teaching of psychology. Surveys a variety of teaching techniques, tools, and methods for leading discussions, lecturing, assessment, and grading. Additional topics include: learning styles in the classroom, student diversity, development of critical thinking, and ethics in college teaching.

Normally offered alternate years.

## Degree Requirements Archive 2018-2019

### Degree Requirements

The program in Clinical Psychology consists of a minimum of five years of full-time study. Please consult the Program Manual on the Doctoral Student Resources Page for more detailed information on all of these points. The requirements are as follows:

1. Completion of 72 credits

There are 24 (3-credit) courses and two required labs to be completed within the first three years of the program for full-time students. A full-time course load is 12 credits, and students must maintain an overall GPA of 3.0 (B). To successfully complete required classes a minimum grade of B- or a pass for pass/fail is required. Students who transfer credit for previous coursework may need to complete up to 78 credits of coursework to maintain full-time status throughout the first three years of study.

2. Completion of practicum experiences

Two years of practicum experience are required of our doctoral students beginning in their second academic year; a third year is optional, but recommended. Students receive weekly supervision by professionals at their practicum sites and attend a weekly

practicum seminar at Suffolk where they are able to integrate their practical experiences and educational training within the program. Students receive extensive individual supervision that is consistent with the student's level of training, contact hours, and case load.

### 3. Completion of teaching apprenticeships

The curriculum requires all students to participate as Teaching Apprentices (TAPS) for the first two semesters of their graduate study with an option to continue on in their second year. TAPS are paired with advanced graduate student lecturers and professors to receive mentorship and experience in a broad-range of teaching-related skills. Students are not paid to serve as TAPS; the responsibilities associated with the position are designed to prepare students for potential careers as instructors/professors or other forms of scholarship. In addition, there are orientation and teacher training seminars offered during the first semester of graduate studies which all TAPS must attend. The seminars are designed to provide instrumental and interpersonal support for students as they build teaching, public speaking, and presentation skills.

### 4. Early Research Project

Students are not admitted into the Clinical Psychology Program for a terminal master's degree. A master's degree is granted, however, usually after the second year, once the student has completed 48 credits of course work and the Early Research Project. This project provides students with an opportunity to apply the knowledge gained in their research and statistics courses by pursuing research under the supervision of a faculty member who serves as the research mentor; on the recommendation of this mentor, students will deliver an oral presentation to the department in the Spring and submit a written report on their research project.

### 5. Clinical Competencies Portfolio

Students' attainment of clinical competencies are systematically evaluated through coursework and a Clinical Portfolio. The systematic evaluation of clinical competencies and resulting clinical competencies portfolio are intended to ensure that students clinical work is based on a sound foundation of 1) ethical reasoning, 2) judgment and understanding, and 3) skills, in relation to diagnostics, case conceptualization, therapy, and assessment. This evaluation involves students completing a minimum number of assessment reports, case conceptualizations, treatment plans, oral case presentations, therapy write-ups, and peer consultations through planned, developmentally appropriate course assignments in their first three years of graduate training. The systematic evaluation also includes activities related to applying for the Pre-Doctoral Clinical Internship (i.e., submitting a mentor-approved draft of the Theoretical Orientation essay when submitting the Intent to Apply for Internship form and completing a mock-interview with a member of the Clinical Program Doctoral Faculty).

### 6. Doctoral dissertation

The dissertation is conceptualized as an original empirical project that makes a substantive contribution to the knowledge base of clinical psychology. Dissertation committees, which must include at least three members, supervise the dissertation. Two committee members must be members of the Doctoral Program faculty, with one serving as the chair and primary mentor of the student. The third member of the dissertation committee will be either a member of the Doctoral Program faculty, a

tenured or tenure-track member of the Psychology Department faculty who is not affiliated with the Doctoral Program, or someone external to the Psychology Department with demonstrated expertise in domains relevant to the proposed research. The committee is responsible for approving the proposal, overseeing data collection and analysis, and reviewing the final written draft. The doctoral committee must approve the formal dissertation and a departmental oral defense must also be completed. The oral proposal meeting must be successfully completed and the proposal document must be approved by the doctoral committee for students to receive permission to apply for internship.

#### 7. Pre-doctoral clinical internship

Doctoral students shall complete an APA and APPIC approved pre-doctoral internship. These are typically one year of full time training (at least 1600 hours). In order to apply for a pre-doctoral internship, students must have successfully completed the Early Research Project, submitted the dissertation literature review, passed the clinical comprehensive examination, and successfully completed the dissertation proposal. Additionally, a minimum of 72 credits must have been completed before the student may apply for a pre-doctoral internship, including:

## Program Aims Archive 2018-2019

The overarching aim of our program is to prepare students for entry-level practice in clinical psychology. We draw from a scientist-practitioner model that emphasizes the reciprocal relationship between science and practice and underscores the value of holding a scientific orientation toward psychological knowledge and methods.

In pursuit of this aim, we have developed measurable goals that students in our program must meet in order to successfully complete the program. The required coursework, training, and experiential activities we offer to help students meet these learning goals as well as their relationship to The American Psychological Association's Profession Wide Competencies [PDF].

Our aims/goals are that students will:

**Aim (Learning Goal) 1: Acquire and demonstrate substantial understanding of, and competence in, the provision of clinical service.**

Graduates from our program will be able to meet the following learning objectives:

1. Evaluate, select, administer, interpret, and communicate psychological assessments in a manner that is informed by knowledge of the psychometric and empirical underpinnings of different methods and relevant diversity characteristics of the service recipient.
2. Establish and maintain effective relationships with the recipients of psychological services.
3. Develop, evaluate, and implement treatment plans that reflect both knowledge of empirically-based principles and an appreciation for individual client characteristics and contextual factors
4. Evaluate intervention effectiveness and adapt intervention goals and methods consistent with ongoing evaluation
5. Demonstrate knowledge of models and methods of clinical supervision and consultation

**Aim (Learning Goal) 2: Acquire and demonstrate substantial understanding of, and competence in, research.**

Graduates from our program will be able to meet the following learning objectives:

1. Demonstrate the substantially independent ability to formulate research or other scholarly activities (e.g., critical literature reviews, dissertation, efficacy studies, clinical case studies, theoretical papers, program evaluation projects, program development projects) that are of sufficient quality and rigor to have the potential to contribute to the scientific, psychological, or professional knowledge base.
2. Conduct research or other scholarly activities.
3. Critically evaluate and disseminate research or other scholarly activity via professional publication and presentation at the local, regional, or national level.

**Aim (Learning Goal) 3: Acquire and demonstrate substantial understanding, knowledge, awareness, sensitivity, and skill when working with diverse individuals and communities who embody a variety of cultural and personal backgrounds and characteristics across all professional roles and activities.**

Graduates from our program will have developed the skills needed to meet the following learning objectives:

1. Understand how their own personal/cultural history, attitudes, and biases may affect how they understand and interact with people different from themselves.
2. Demonstrate knowledge of the current theoretical and empirical knowledge base as it relates to addressing diversity in all professional activities including research, training, supervision/consultation, and service.
3. Demonstrate the ability to integrate awareness and knowledge of individual and cultural differences in the conduct of professional roles (e.g., research, services, and other

professional activities), including the ability to apply a framework for working effectively with areas of individual and cultural diversity not previously encountered over the course of their careers. Also included is the ability to work effectively with individuals whose group membership, demographic characteristics, or worldviews create conflict with their own.

4. Demonstrate the requisite knowledge base and ability to articulate an approach to working effectively with diverse individuals and groups and apply this approach effectively in their professional work.

**Aim (Learning Goal) 4: Acquire and demonstrate substantial understanding of, and competence in, ethical and legal standards applicable to the science and practice of clinical psychology**

Graduates from our program will have developed the skills needed to meet the following learning objectives:

1. Be knowledgeable of, and act in accordance with, the current version of the APA Ethical Principles of Psychologists and Code of Conduct; relevant laws, regulations, rules, and policies governing health service psychology at the organizational, local, state, regional, and federal levels; and relevant professional standards and guidelines.
2. Recognize ethical dilemmas as they arise and apply ethical decision-making processes in order to resolve the dilemmas.
3. Conduct themselves in an ethical manner in all professional activities.

**Aim (Learning Goal) 5: Acquire and demonstrate substantial understanding of, and competence in, the professional values, attitudes and skills required of clinical psychologists.**

Graduates from our program will have developed the skills needed to meet the following learning objectives:

1. Behave in ways that reflect the values and attitudes of psychology, including integrity, deportment, professional identity, accountability, lifelong learning, and concern for the welfare of others.
2. Engage in self-reflection regarding one's personal and professional functioning and activities aimed at maintaining and improving performance, well-being, and professional effectiveness.
3. Actively seek and demonstrate openness and responsiveness to feedback and supervision.
4. Develop and maintain effective relationships with a wide range of individuals, including colleagues, communities, organizations, supervisors, supervisees, and those receiving professional services.

5. Demonstrate knowledge and respect for the roles and perspectives of other professions
6. Produce and comprehend oral, nonverbal, and written communications that are informative and well-integrated; demonstrate a thorough grasp of professional language and concepts.
7. Demonstrate effective interpersonal skills and the ability to manage difficult communication well.

## Psychology Graduate Courses Archive 2018-2019

– PSYCH-000 Advanced Dissertation Residency

**Credits:**

0.00

**Description:**

Provides full-time enrollment status for students who have completed all content courses, and who are working on dissertations, but who are not on internship. At the discretion of the DCT, a practicum course may be taken concurrently with Psych 000. This course is NG (not graded).

– PSYCH-001 Early Research Project Continuation

**Credits:**

0.00

**Description:**

Provides full-time enrollment status for students whose ERPs are one or more semesters overdue. At the discretion of the DCT, a single practicum course may be taken concurrently with Psych 001.

– PSYCH-703 Etiology and Treatment of Anxiety and Related Disorders

**Credits:**

3.00

**Description:**

This course focuses on the origins, maintenance, and treatment of anxiety and related disorders (e.g., depressive and trauma and stressor-related disorders). The class utilizes a cognitive-behavioral theoretical perspective to explore the development and

treatment of anxiety and related disorders. Consistent with the introduction of unified cognitive-behavioral therapy (CBT) protocols for the treatment of emotional disorders, this course uses a transdiagnostic framework to highlight shared etiological and treatment mechanisms common across anxiety and related disorders. Emphasis will be placed on the integration of theory and empirical findings into the application of clinical skills for the treatment of adults with these disorders.

– PSYCH-705 Assessment I

**Prerequisites:**

Restricted to PhD students only.

**Credits:**

3.00

**Description:**

The seminar aims to introduce you to the theory and practice of evidence-based social, emotional and behavioral assessment. To this end, specific issues we will cover include psychometric theory, cognitive abilities/intelligence testing, some classic assessment controversies, strengths and weaknesses of various assessment approaches, ethical and cultural issues, and the psychological assessment of children.

– PSYCH-706 Assessment II

**Prerequisites:**

Restricted to PhD students only.

**Credits:**

3.00

**Description:**

The goal of this course is to serve as a foundation for clinical practice and research activity in the important area of clinical neuropsychological assessment and psychological assessment. It serves to introduce the student to the techniques, methods and theories relevant to the practice of neuropsychological and psychological assessment. The course can roughly be divided into two halves. In the first half general technique, theory, and individual statistics will be covered. This will start with the procedures for the clinical neuropsychological examination, including the interview, preparation of the patient, and selection of instruments. The nature and structure of cognition, factor structure of the neuropsychological battery, and a theory of brain-behavior relationships will be covered. This will be followed by coverage of statistics as



applied to assessment, that is, the difference between the inferential form of statistics students are used to (group statistics) and the probabilistic form (individual) of statistics useful in assessment. Subsequent focus will be on clinical decision-making, that is, the use of test data to respond to the diagnostic and descriptive questions that are the goals of the assessment process. The first half of the class will finish with a focus on individual differences, critical to the interpretation psychological test data. The second half of the course will focus on specific cognitive functions, assessment of personality and psychopathology, and on civil and forensic contexts relevant to assessment. Normally offered yearly.

– PSYCH-711 Scientific Writing for the Psychological Sciences

**Credits:**

3.00

**Description:**

Provides intensive training in the process of psychology-orientated scientific writing. Topics include identifying knowledge gaps in the extant literature through a critical review of existing research, developing a strong rationale for future research, basic writing style and structure, disciplined writing practices, effective revision, and peer-review. Normally offered yearly.

– PSYCH-712 Multicultural Psychology

**Prerequisites:**

Graduate course for Psychology Ph.D. program, approved by department.

**Credits:**

3.00

**Description:**

Introduces students to multicultural issues relevant to psychology. Covers a broad range of cultural diversity (sex, age, race, ethnicity, language, religion, sexual orientations, etc.) topics to highlight the role of culture in understanding human behavior and health-related issues. This course intends to strengthen students' multicultural knowledge, sensitivity, and competence in research/professional practice through their exposure to various theoretical/empirical perspectives, media, experiential exercises, etc. Students will acquire in-depth awareness of self and others' worldviews and a better insight into immigrants/minority groups, privilege/oppression, health care access/disparity issues, interpersonal relationship, community health and well being domains.

– PSYCH-714 Dialectical Behavior Therapy

**Credits:**

3.00

**Description:**

In this psychotherapy seminar, students will learn about dialectical behavior therapy (DBT), an evidence-based treatment for borderline personality disorder (BPD). Students will gain knowledge and experience (via role-plays) in behavioral assessment and in all modes of DBT, including individual therapy, group skills training, telephone coaching, and consultation team. Students will explore the theoretical bases of the treatment, as well as gain knowledge of the empirical basis for DBT's use with various patient populations, including BPD, opioid dependent, chronically suicidal/self-harming, and other populations (inpatients, bipolar disorder, friends and family of seriously mentally ill, etc.). Normally offered alternate years.

– PSYCH-716 Adult Psychopathology

**Credits:**

3.00

**Description:**

This graduate seminar requires students to examine and respond to current thinking and controversies in the conceptualization and categorization of mental disorders generally, and adult disorders in particular. Students will acquire foundational knowledge about the diagnostic characterization, etiology, and epidemiology of the major classes of adult behavior disorders; investigate mental disorders and our current diagnostic system from a variety of different perspectives (clinical, research, biological, sociocultural, etc.); gain significant practice critically evaluating scientific research and in articulating thoughtful responses to social and behavioral research on mental disorders. Normally offered yearly.

– PSYCH-718 Research Methods and Ethics

**Credits:**

3.00

**Description:**

Provides students with foundational skills needed to be both a consumer and producer of psychological research. Topics covered include hypothesis and proposal generation, experimental, correlational and qualitative designs, strategies to minimize bias,

measurement issues, participant selection and recruitment, data management, grantsmanship and the dissemination of findings. Ethical issues in the conduct of research are emphasized. Normally offered yearly.

– PSYCH-L718 Clinical Psychology Lab I

**Credits:**

0.00

**Description:**

Provides students enrolled in the Ph.D. program in Clinical Psychology an extended introduction and orientation to the program and to the field of clinical psychology. Enrollment by invitation of the DCT only. The lab will be graded P/F. Offered yearly.

– PSYCH-719 History & Systems of Psychology

**Credits:**

3.00

**Description:**

The purpose of this course is to trace the origin and development of psychology as a field of study from its philosophical and scientific roots to present day theories. The emphasis will be on critically examining the various systems of psychology, especially as they are translated into psychological practice, and their development in relation to sciences and societies. Normally offered yearly.

– PSYCH-L720 Clinical Psychology Lab II

**Credits:**

0.00

**Description:**

Continues the orientation and early skill development of students enrolled in the Ph.D. program in Clinical Psychology. Provides a lab experience within which to explore and develop initial skills preparatory for practicum experience in year 2. Enrollment by invitation of the DCT only. This lab will be graded P/F. Offered yearly.

– PSYCH-721 Evidence-Based Practice in Psychology

**Credits:**

3.00

**Description:**

Introduces students to the concept of empirically informed clinical practice. Topics covered include the history of the evidence-based movement in psychology, an overview of the methods used in scientifically-informed clinical practice (e.g., case conceptualization, treatment planning, ongoing assessment of progress), and an introduction to specific evidence-based principles that can be used in psychotherapy (e.g., exposure therapy, behavioral activation, etc.). Normally offered yearly.

– PSYCH-722 Graduate Statistics in Psychology I

**Credits:**

3.00

**Description:**

Introduces basic statistical tests such as t tests, ANOVA, correlation, regression, Chi Square, and power analysis. Students are also required to demonstrate proficiency in computer data analysis using SPSS. Normally offered yearly.

– PSYCH-723 Graduate Statistics in Psychology II

**Prerequisites:**

PSYCH-722

**Credits:**

3.00

**Description:**

Focuses on multivariate statistics and the interaction of research design and statistical analysis. Emphasis on MANOVA, multiple regression, principle components analysis/factor analysis, and logistic regression. Issues involving experimental and statistical control, multicollinearity, specification error, and nesting will be covered. Students learn basic principles of multivariate analysis, read journal articles using multivariate techniques, analyze data using each main type of analysis covered in the course, and write results and tables using APA style. Normally offered yearly.

– PSYCH-729 Social Justice in Psychology

**Credits:**

3.00

**Description:**

Investigates race and ethnicity as ideological categories that both inform group identity and reproduce social inequalities. The course begins with an overview of the social and historical forces that developed these categories, with a focus on some of the major ethnic groups in the United States. Explores historical and contemporary roles played by psychologists around these issues. Students learn how to individually and collectively avoid perpetuating injustices in the science and practice of psychology. Course topics exemplify how race and ethnicity are inextricably linked to other identity categories, especially gender, class, and sexual identity. Normally offered alternate years.

– PSYCH-732 Social Bases of Behavior and Experience

**Credits:**

3.00

**Description:**

Introduces students to the social bases of behavior and experience through examination of some traditional topics from the field of social psychology. These include: social cognition; self-knowledge; self-presentation; attitude formation and change; attraction and close relations; altruism; aggression; prejudice and stereotypes; and group dynamics. In addition, the course may include discussion of cross-cultural approaches to healing and the relationship between culture and mental health. Normally offered alternate years.

– PSYCH-738 Clinical Practicum & Ethics IA

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

Doctoral students complete an academic year of placement service (9-10 months) at one of the selected practica sites during their second year of academic training. Students complete between 12 and 20 hours per week of placement service to include training in assessment, diagnostic interviewing and intakes, intervention, and applied research with diverse populations. Students will receive on-site supervision by licensed psychologists and other approved professionals. Students participate in a weekly practicum seminar. This didactic portion examines the legal, ethical, and professional

issues currently facing psychologists in practice with diverse populations, including confidentiality/mandated reporting, informed consent, conflicts of interest, boundary issues, and limits of professional competence. Normally offered every fall semester.

– PSYCH-739 Clinical Practicum & Ethics IB

**Prerequisites:**

PSYCH-738; Instructor Consent Required

**Credits:**

3.00

**Description:**

Continuation of Practicum & Ethics IA. Normally offered every spring semester.

– PSYCH-740 Clinical Practicum IIA

**Prerequisites:**

PSYCH-738, PSYCH-739; Instructor Consent Required

**Credits:**

3.00

**Description:**

Doctoral students complete an academic year of placement service (9 to 10 months) at one of the selected practica sites during their third year of academic training. Students complete approximately 20 hours per week of placement service to include assessment, intervention, and consultation with diverse populations. Students receive on-site supervision by licensed psychologists and other approved professionals. All students will concurrently participate in practicum seminars taught by Suffolk University faculty. The didactic supplement provides a foundation in developing students' knowledge in the areas of consultation and supervision along with continued training in cultural and individual diversity. Normally offered every fall semester.

– PSYCH-741 Clinical Practicum IIB

**Prerequisites:**

PSYCH-738, PSYCH-739, PSYCH-740; Instructor Consent Required

**Credits:**

3.00

**Description:**

Continuation of Practicum 2A. Normally offered every spring semester.

– PSYCH-743 Clinical Supervision and Consultation in Psychology

**Prerequisites:**

Doctoral Standing

**Credits:**

3.00

**Description:**

Examines theoretical foundations, empirical research, approaches, and ethics of clinical supervision and consultation in professional psychology. Emphasis will also be placed on the integration of theory and empirical findings into the application of skills necessary to work as effective clinical supervisors and psychological consultants. Offered yearly.

– PSYCH-748 Developmental Psychopathology

**Credits:**

3.00

**Description:**

Examines child and adolescent psychopathology from an empirically-based developmental perspective. Reviews major developmental theories to elucidate the role of development in understanding the etiology and diagnosis of DSM-IV-TR disorders. Also focuses on theoretical and empirical literature in developmental psychopathology. Changes in the incidence rates of internalizing (e.g., depression, anxiety) and externalizing disorders (e.g., conduct disorder, attention deficit/ hyperactivity disorder) are addressed. Disorders affecting both behavioral and mental functioning (e.g., autism) are included. Family, peer, and contextual/environmental influences are also covered. Normally offered yearly.

– PSYCH-749 Lifespan Development

**Prerequisites:**

Doctoral Standing

**Credits:**

3.00

**Description:**

Examines development across the lifespan, including biological, cognitive, social, and emotional development, with attention to the role of culture and context. Reviews major theories of development and how such theories provide conceptual frameworks for understanding the development adaptive and maladaptive behaviors and trajectories. Also addresses implications for treatment and prevention. Normally offered yearly.

– PSYCH-751 Psychopharmacology

**Credits:**

3.00

**Description:**

Presents students with an introduction to the field of psychopharmacology. Topics covered will include: the art of prescribing medication; the psychopharmacology of anxiety and psychotic mental disorders (including pediatric and geriatric psychopharmacology); pharmacotherapy and psychotherapy; biopsychosocial factors in drug abuse and addiction. Normally offered alternate years.

– PSYCH-764 Cognitive and Experimental Approaches to Emotion

**Credits:**

3.00

**Description:**

Investigates theories regarding the function and experience of emotion. This course will survey the historical concepts of emotion in psychology and current theories of emotion, including motivational, cognitive and physiological aspects. The course will also describe research methods used in the study of emotion, including psychophysiology and neuroimaging, as well as clinical implications. Normally offered alternate years.

– PSYCH-772 The Teaching of Psychology

**Credits:**

3.00

**Description:**

Examines current theory and research on effective teaching of psychology. Surveys a variety of teaching techniques, tools, and methods for leading discussions, lecturing, assessment, and grading. Additional topics include: learning styles in the classroom,



student diversity, development of critical thinking, and ethics in college teaching. Normally offered alternate years.

– PSYCH-777 Advanced Clinical Practicum

**Prerequisites:**

PSYCH 741 and approval from Director of Clinical training.

**Credits:**

1.00

**Description:**

Consent of DCT is required to enroll. Concurrent enrollment in other content courses or Psych 000 is permitted. This course is graded P/F.

– PSYCH-779 Acceptance-Based Behavioral Therapy Psychotherapy

**Credits:**

3.00

**Description:**

Examines the contemporary movement integrating acceptance (willingness to experience thoughts, emotions, physiological sensations and images) and mindfulness (intentional and non-judgmental awareness of the present moment) into traditional cognitive and behavioral approaches to case formulation and treatment. Topics include analysis and discussion of the theoretical underpinnings of this movement, examination of specific emerging therapies, and exploration of the application of these therapies to a variety of clinical problems. Normally offered alternate years.

– PSYCH-780 Early Research Project Preparation

**Credits:**

3.00- 9.00

**Description:**

Intended for students who are working on their Early Research Project. This course is graded P/F. Offered every semester.

– PSYCH-781 Comprehensive Exam Preparation

**Credits:**

3.00

**Description:**

Intended for students who are preparing for comprehensive exams. This course is graded P/F. Offered every semester.

– PSYCH-782 Dissertation Proposal Preparation

**Credits:**

3.00

**Description:**

Intended for students who are preparing for their dissertation proposal. This course is graded P/F. Offered every semester.

– PSYCH-783 Dissertation Research

**Credits:**

3.00- 6.00

**Description:**

Intended for students who are preparing for their dissertation proposal. This course is graded P/F. Offered every semester.

– PSYCH-792 Introduction to Neuropsychology and the Clinical Neurosciences

**Credits:**

3.00

**Description:**

Neuropsychology is the study of the affective, behavioral and cognitive consequences of brain injury, and clinical neuropsychology is the professional discipline that deals with the methods and techniques of assessing the consequences of brain insult. Clinical neuroscience is a branch of neuroscience that focuses on the scientific study of fundamental mechanisms that underlie diseases and disorders of the brain and central nervous system. It seeks to develop new ways of diagnosing such disorders and ultimately of developing novel treatments. This course will take the assumption that a good way to become a biologically informed practitioner of clinical psychology, is to participate in systematic instruction and learning in neuropsychology and the clinical neurosciences. In psychology graduate school, you are also becoming the culturally

informed clinician, the developmentally informed clinician, and so forth. Toward that goal the reading and lecture materials for Psychology 792 will bring together the fields of neuroanatomy and functional neuroanatomy, neurobehavioral syndromes, cellular mechanisms of the central nervous system, behavior genetics including epigenetics, and psychopharmacology.

– PSYCH-795 Human Neuropsychology I

**Credits:**

3.00

**Description:**

Researchers from the Boston Veterans Administration Hospital lecture on various topics including: neuropsychological assessment; plasticity in development; aphasia; apraxia; attention deficit disorder; aging; memory; dementia; bilingualism; epilepsy; and pain. Held at the Boston Veterans Administration Hospital in Jamaica Plain. Normally offered yearly.

– PSYCH-796 Human Neuropsychology II

**Credits:**

3.00

**Description:**

Continuation of PSYCH 795 at the Boston Veterans Administration Hospital in Jamaica Plain. Normally offered yearly.

– PSYCH-797 Functional Neuroanatomy

**Credits:**

3.00

**Description:**

Provides students with a comprehensive overview of functional neuroanatomy, as well as an introduction to neuropathology, neuroepidemiology, and the neurobehavioral consequences of congenital and acquired neurological diseases and disorders. Teaching strategies will include lectures, human brain lab, directed readings, and neurosciences software programs. Held at Boston University School of Medicine. Normally offered yearly.

– PSYCH-801 Internship

**Prerequisites:**

Instructor Consent Required

**Credits:**

1.00

**Description:**

Provides full-time enrollment status for students who are on pre-doctoral internships. This course is graded P/F.

– PSYCH-900 Advanced Respecialization Practicum

**Credits:**

1.00

**Description:**

Provides full-time enrollment status for Respecialization students who have completed all content courses and who are pursuing additional practicum training prior to predoctoral internship. Consent of DCT is required to enroll. Concurrent enrollment in other courses is not permitted. This course is graded P/F.

– PSYCH-910 Independent Study

**Credits:**

3.00- 6.00

**Description:**

Consists of the intensive study of one aspect of clinical psychology and/or human development in consultation with a faculty member.

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# COMMUNICATION (ARCHIVE 2018-2019)

The Advertising, Public Relations, & Social Media Department offers the Master of Arts in Communication, with a required concentration in either Integrated Marketing Communication or Public Relations and Advertising. Students must choose one concentration.

- [Master of Arts in Communication with a Concentration in Integrated Marketing Archive 2018-2019](#)
- [Master of Arts in Communication with a Concentration in Public Relations & Advertising Archive 2018-2019](#)
- [Accelerated Bachelor's/Master's Degree in Communication Archive 2018-2019](#)
- [Communication Graduate Courses Archive 2018-2019](#)

## Master of Arts in Communication with a Concentration in Integrated Marketing Archive 2018-2019

**Degree Requirements: 12 courses, 36 credits**

**Core Requirements (1 course, 3 credits)**

Choose one of the following:

– [ADPR-701 Applied Communication Research](#)

**Credits:**

3.00

**Description:**

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

– ADPR-702 Marketing Communication Research

**Credits:**

3.00

**Description:**

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

**Concentration Requirements (6 courses, 18 credits)**

– ADPR-770 Seminar in Advertising

**Credits:**

3.00

**Description:**

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

– ADPR-772 Social Media

**Credits:**

3.00

**Description:**

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

– ADPR-777 Public Relations

**Credits:**

3.00

**Description:**



Examines theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

– ADPR-779 Integrated Marketing Communication

**Credits:**

3.00

**Description:**

Examines the integration of advertising, promotion, public relations, marketing communications and internal communication. Analyzes the impact IMC has on corporate image, objectives and brands, and the interrelations of employees, customers, stakeholders and different publics.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

Choose one of the following:

– MKT-814 Strategic Marketing

**Prerequisites:**

**MBA 660****Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

**Electives (4 courses, 12 credits)**

Choose four of the following:

– ADPR-691 Special Topics

**Credits:**

3.00

**Description:**

Current issues in communication.

– ADPR-700 Introduction to Communication

**Credits:**

3.00

**Description:**

Introduces academic and professional analysis and writing in the field of communication.

– ADPR-771 Web Design

**Credits:**

3.00

**Description:**

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

– ADPR-775 Crisis Campaign Management

**Credits:**

3.00

**Description:**

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

– MGIB-850 Global Travel Seminar

**Prerequisites:**

SBS-600

**Credits:**

3.00

**Description:**

The seminar is designed to develop student's awareness, understanding and knowledge of managing in an international context. The format will consist of several preparatory sessions, at Suffolk and an intensive one week seminar outside the United States. Topics will include, but are not limited to, managing cultural and structural differences, geo-political-economic considerations, international human resources and strategic management issues. The scheduling and the host country destination, as well as content emphasis, will vary from term to term. A maximum of two off-campus courses is permitted subject to the 30 credit residency requirement.

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

**Free Elective (1 course, 3 credits)**

Choose one Advertising, Public Relations, & Social Media graduate course.

**Learning Goals & Objectives**

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

**Learning Goals**

Students should...

Be prepared for advanced professional careers in Public Relations, Advertising and Integrated Marketing Communication, as well as for advanced graduate study.

**Learning Objectives**

*Graduates should be able to...*

- Develop an understanding of the theory and research that forms the basis of Public Relations, Advertising, and Integrated Marketing Communication
- Develop an understanding of the theory and practice of advanced messaging strategies and tactics and their impacts on the audience
- Examine the interactions among Marketing Communication and broader social, political, and cultural contexts
- Develop the specific skills of marketing communication

## **Master of Arts in Communication with a Concentration in Public Relations & Advertising Archive 2018-2019**

**Degree Requirements: 12 courses, 36 credits**

**Core Requirements (1 course, 3 credits)**

Choose one of the following:

– ADPR-701 Applied Communication Research

**Credits:**

3.00

**Description:**

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

– ADPR-702 Marketing Communication Research

**Credits:**

3.00

**Description:**

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

**Concentration Requirements (7 courses, 21 credits)**

– ADPR-700 Introduction to Communication

**Credits:**

3.00

**Description:**

Introduces academic and professional analysis and writing in the field of communication.

– ADPR-709 Content Management

**Credits:**

3.00

**Description:**

Examines best practices for web publishing, including creating, editing and maintaining content for online and social media platforms. Students analyze the content of websites and then produce their own content in a variety of forms. Covers content creation and maintenance techniques, as well as customer and client relationship skills, with an emphasis on effective writing. Includes practical experience creating, editing and maintaining content for online and social media platforms.

– ADPR-770 Seminar in Advertising

**Credits:**

3.00

**Description:**

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

– ADPR-771 Web Design

**Credits:**

3.00

**Description:**

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

– ADPR-772 Social Media

**Credits:**

3.00

**Description:**

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

– ADPR-775 Crisis Campaign Management

**Credits:**

3.00

**Description:**

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

– ADPR-777 Public Relations

**Credits:**

3.00

**Description:**

Examines theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

## **Electives (4 courses, 12 credits)**

Choose four Advertising, Public Relations, & Social Media graduate courses.

A variety of classes are offered in a rotating manner on advertising copy, health communication, non-profit communication, branding, event planning, usability and information architecture, networked society, and other topics.

## **Learning Goals & Objectives**

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

### **Learning Goals**

Students should...

### **Learning Objectives**

*Graduates should be able to...*



## Learning Goals

Be prepared for advanced professional careers in Public Relations, Advertising and Integrated Marketing Communication, as well as for advanced graduate study.

## Learning Objectives

- Develop an understanding of the theory and research that forms the basis of Public Relations, Advertising, and Integrated Marketing Communication
- Develop an understanding of the theory and practice of advanced messaging strategies and tactics and their impacts on the audience
- Examine the interactions among Marketing Communication and broader social, political, and cultural contexts
- Develop the specific skills of marketing communication

# Accelerated Bachelor's/Master's Degree in Communication Archive 2018-2019

## Degree Requirements

1. Students admitted to this dual degree program must meet all the requirements of an undergraduate degree program within the departments of Communication & Journalism or Advertising, Public Relations, & Social Media.
2. Student must also meet all requirements for the Master's degree in Communication.
3. Students will take two Communication graduate courses during their senior year; one during the fall semester and one during the spring semester. The two graduate courses taken during the senior year will count toward BOTH the undergraduate and graduate degree requirements. Credit hours will be awarded based on the graduate course description.
4. The graduate courses taken during the senior year will be determined by the Communication graduate program director.
5. Students are subject to the usual standards for academic standing, i.e., undergraduate standards for undergraduate courses and graduate standards for graduate courses.

Upon successful completion of all of the degree requirements, a student will receive a dual Bachelor's and Master's degree. The exact degree will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual degree program and opt to graduate with a Bachelor's degree if all the requirements for a Bachelor's degree have been met. In this case, the graduate courses taken in the senior year will be counted as 4-credit courses applied toward the undergraduate degree requirements.

## Communication Graduate Courses Archive 2018-2019

– ADPR-691 Special Topics

**Credits:**

3.00

**Description:**

Current issues in communication.

– ADPR-700 Introduction to Communication

**Credits:**

3.00

**Description:**

Introduces academic and professional analysis and writing in the field of communication.

– ADPR-701 Applied Communication Research

**Credits:**

3.00

**Description:**

Introduces a number of qualitative and quantitative research methods for both academic and professional communication research. Applies research methods to study communication problems.

– ADPR-702 Marketing Communication Research

**Credits:**

3.00

**Description:**

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

– ADPR-704 Issues in Communication

**Credits:**

3.00

**Description:**

Examines current theory, practice, and debates in the communication field. Issues can include: technology, privacy, social responsibility, and ethics,

– ADPR-709 Content Management

**Credits:**

3.00

**Description:**

Examines best practices for web publishing, including creating, editing and maintaining content for online and social media platforms. Students analyze the content of websites and then produce their own content in a variety of forms. Covers content creation and maintenance techniques, as well as customer and client relationship skills, with an emphasis on effective writing. Includes practical experience creating, editing and maintaining content for online and social media platforms.

– ADPR-715 Negotiation

**Credits:**

3.00

**Description:**

Introduces the techniques of negotiation. Focuses on the processes of negotiation across a variety of contexts. Offers students the opportunity to explore methods of applying these skills to professional and other real world settings.

– ADPR-717 Principles of Branding and Visual Identity

**Credits:**

3.00

**Description:**

Examines the success and failure of the visual identities of brands as well developing a new visual identity and launching a campaign for an existing brand. Includes an analysis of the strategically planned and purposeful presentation of a brand's visual identity as well as a brand's name, logo, tagline (slogan), color palette and other sensory elements that make a brand unique.

– ADPR-736 Advocacy and Public Policy

**Credits:**

3.00

**Description:**

Examines persuasion strategies and tactics for advancing public policy proposals and concerns. Students will learn how to apply the principles of Public Relations, Advertising, Negotiations and Persuasion to influence the public and government decision-makers.

– ADPR-737 Intercultural Communication

**Credits:**

3.00

**Description:**

This course focuses on the ways in which human communication alters depending upon cultural context, and includes extensive examination of cultural conflicts and interaction patterns.

– ADPR-740 Political Communication

**Credits:**

3.00

**Description:**

Examines persuasive politics and political campaigns. Case studies of famous politicians and political speeches are combined with discussion of current political rhetorical trends.

– ADPR-751 Health Communication**Credits:**

3.00

**Description:**

Examines issues, theories and cases in health communication. Analyzes communication efforts within health care institutions and campaigns for health care consumers designed to produce changes in public health.

– ADPR-752 Native Advertising**Prerequisites:**

ADPR-770

**Credits:**

3.00

**Description:**

Examines the contemporary public relations practice of Native Advertising and sponsored content. Explores different forms of native advertising, methods and mechanisms for creating sponsored content, ethical and regulatory issues, and industry trends. Students learn how to blend content with news site partners, to use the different types of paid syndication, and to set up native ads.

– ADPR-769 Introduction to Marketing Communication**Credits:**

3.00

**Description:**

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

– ADPR-770 Seminar in Advertising

**Credits:**

3.00

**Description:**

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

– ADPR-771 Web Design

**Credits:**

3.00

**Description:**

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

– ADPR-772 Social Media

**Credits:**

3.00

**Description:**

Examines social media techniques, measurement and strategy. Discusses the latest trends in how business, media, news, and politics use social media for relationship development, brand building and engagement.

– ADPR-775 Crisis Campaign Management

**Credits:**

3.00

**Description:**

Explores the process of management of campaigns to deal with crisis situations in organizations, including creative, budgetary, research, and audience needs.

– ADPR-777 Public Relations

**Credits:**

3.00

**Description:**

Examines theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

– ADPR-779 Integrated Marketing Communication

**Credits:**

3.00

**Description:**

Examines the integration of advertising, promotion, public relations, marketing communications and internal communication. Analyzes the impact IMC has on corporate image, objectives and brands, and the interrelations of employees, customers, stakeholders and different publics.

– ADPR-780 Social Media

**Credits:**

3.00

**Description:**

Examines design, platforms and demographics for social media. Topics include usability, SEO, web analytics, and mobile media. Best practices are examined in the industry.

– ADPR-782 Social Media Campaigns

**Prerequisites:**

ADPR-772

**Credits:**

3.00

**Description:**

Covers the development of a social media campaign for a target audience using a variety of platforms. Students will use social media and design tools to create a campaign for a client, moving it from concept through execution.

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– ADPR-785 Video Production for Advertising.

**Credits:**

3.00

**Description:**

Provides an introduction to the field of commercial advertising. Students develop and pitch ideas and learn all stages of video preproduction, production and postproduction to create commercials.

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– ADPR-910 Independent Study

**Credits:**

1.00- 3.00

**Description:**

Directed study allows students to pursue an in-depth research project in an area of their interest, directed by a qualified graduate faculty member.

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– CJN-691 Special Topics

**Credits:**

3.00

**Description:**

Current issues in communication.

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– CJN-700 Introduction to Communication

**Credits:**

3.00



**Description:**

Introduces academic and professional analysis and writing in the field of communication.

---

– CJN-702 Marketing Communication Research

**Credits:**

3.00

**Description:**

Examines the tools and techniques used to gain understanding of audiences for marketing communication messages. Covers the fundamentals of account planning, including strategic planning and research methods.

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– CJN-735 Persuasion Theory

**Credits:**

3.00

**Description:**

Examines a variety of theoretical approaches to the persuasion process. Traditional stimulus-response models, mechanistic/rules approaches and suasion/coercion explanations are explored to determine how persuasion functions in society.

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– CJN-740 Political Communication

**Credits:**

3.00

**Description:**

Examines persuasive politics and political campaigns. Case studies of famous politicians and political speeches are combined with discussion of current political rhetorical trends.

---

– CJN-751 Health Communication

**Credits:**

3.00

**Description:**

Examines issues, theories and cases in health communication. Analyzes communication efforts within health care institutions and campaigns for health care consumers designed to produce changes in public health.

– CJN-763 Leadership

**Credits:**

3.00

**Description:**

Examines the theories and communication styles of leadership. Uses media, case studies, rhetorical analysis and social science research, as well as activity-based learning to explore leadership and followership.

– CJN-769 Introduction to Marketing Communication

**Credits:**

3.00

**Description:**

Examines various components of Marketing Communication including marketing strategy, advertising concepts and public relations campaigns.

– CJN-770 Seminar in Advertising

**Credits:**

3.00

**Description:**

Examines theories of advertising, including market segmentation, media selection, message creation, advertising evaluation and criticism. Students produce brand reports, create ads and justify their campaigns.

– CJN-771 Web Design

**Credits:**

3.00

**Description:**

Learn HTML, CSS, Java Scripts and Widgets for the construction, design and posting of web sites. We explore the use of websites, mobile sites and other online applications for advertising, public relations, SEO, and marketing.

– CJN-777 Public Relations

**Credits:**

3.00

**Description:**

Examines theories, case studies and campaigns in public relations. Areas of concentration include research development, design and implementation; agenda setting; professional writing; presentational skills/ techniques and crisis management. Practical application of theoretical concepts is stressed.

– CJN-778 Event Planning

**Credits:**

3.00

**Description:**

Examines how conferences are built, promoted, managed, and assessed, with particular emphasis on non-profit conventions, trade shows, and volunteer organizations. Specific issues analyzed include facilities planning and contracts, legal issues, volunteer management, budgeting, marketing, and planner/staff communication.

– CJN-779 Integrated Marketing Communication

**Credits:**

3.00

**Description:**

Examines the integration of advertising, promotion, public relations, marketing communications and internal communication. Analyzes the impact IMC has on corporate image, objectives and brands, and the interrelations of employees, customers, stakeholders and different publics.

– [CJN-903 Graduate Internship](#)

**Credits:**

1.00- 6.00

**Description:**

Internship in various communication industries.

– [CJN-910 Independent Study](#)

**Credits:**

1.00- 3.00

**Description:**

Directed study allows students to pursue an in-depth research project in an area of their interest, directed by a qualified graduate faculty member.

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# CRIME & JUSTICE STUDIES (ARCHIVE 2018-2019)

The Master of Science in Crime and Justice Studies program helps students challenge traditional thinking with new approaches to crime and justice. The curriculum is pragmatic and career-oriented, emphasizing prevention and intervention in communities—and the impact of crime on communities, victims, and offenders.

- [Master of Science in Crime & Justice Studies Archive 2018-2019](#)
- [Dual Degree with JD Archive 2018-2019](#)
- [Dual Degree with MPA Archive 2018-2019](#)
- [Dual Degree with MSMHC Archive 2018-2019](#)
- [Accelerated Bachelor's/Master's Degree in Crime and Justice Studies Archive 2018-2019](#)
- [Crime & Justice Studies Courses Archive 2018-2019](#)

## Master of Science in Crime & Justice Studies Archive 2018-2019

The Crime & Justice Studies Program consists of 10 courses (30 credits). We also offer the following dual degree programs:

- Master of Science in Crime and Justice Studies/Juris Doctor
- Master of Science in Crime and Justice Studies/Master of Science in Mental Health Counseling
- Master of Science in Crime and Justice Studies/Master of Public Administration

**Degree Requirements: 10 courses, 30 credits**

This program helps students challenge traditional thinking with new approaches to crime and justice. The curriculum is pragmatic and career-oriented, emphasizing prevention and intervention in communities and the impact of crime on communities, victims, and offenders.

## Core Requirements (4 courses, 12 credits)

– CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-709 Quantitative Analysis**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

**Crime & Justice Studies Electives (4 courses, 12 credits)**

Choose four of the following:

– CJ-685 Seminar in Corrections**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00



**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

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– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

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– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00

**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

— CJ-730 Bad Girls?**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

— CJ-731 Youth Programming.**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they

learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience

the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study

**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

## **Free Electives (2 courses, 6 credits)**

Choose two additional electives from the above list or from other course offerings as approved by the program director.

## Concentration Options:

Students can choose one of the following two concentration options to fulfill four of the six electives. The remaining two courses can be chosen from the Crime & Justice Studies Electives and the Free Electives lists.

### Victim Advocacy Concentration (4 courses, 12 credits)

Choose four of the following:

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent



years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice;

community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

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– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

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– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

## Youth, Crime, & Justice Concentration (4 courses, 12 credits)

Choose four of the following:

– CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA



**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

**Learning Goals & Objectives**

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

**Learning Goals***Students will...*

Be effective communicators as practitioners, innovators and leaders in community work on crime and justice.

**Learning Objectives***Master of Science in Crime and Justice Studies  
students will be able to...*

- Demonstrate ability to speak knowledgeably on CJ topics
- Prepare some students for career related research or entry into a doctoral program

**Learning Goals**

Demonstrate knowledge and research skills in Crime and Justice Studies.

Be prepared for career advancement and for work with victims, offenders and their communities.

Demonstrate linkage between theoretically rich field of criminology and problem-solving approaches that address community conditions leading to crime.

Demonstrate linkage between theoretically rich field of criminology and problem-solving approaches that address community conditions leading to crime.

**Learning Objectives**

- Demonstrate an understanding of research designs with basic statistical literacy as consumers of professionally published studies
- Demonstrate knowledge of new community oriented models
- Demonstrate familiarity with history, laws, institutional and public responses to crime victims...understanding issues impacting women, children and the marginalized
- Understanding causes of youth crime and demonstrating knowledge of community responses to juvenile offenders
- Be able to possess and apply knowledge that employers will find useful
- Be able to look critically and analytically at crime and justice programs and policies
- Be aware of how institutions outside of crime and justice impact our understanding of causes and control of crime
- Understand theories of crime and their linkage to crime and justice policies
- Understand how social and political forces influence crime policies

## **Dual Degree with JD Archive 2018-2019**

The MSCJS is available as a Dual Degree with the Juris Doctor:  
View the JD/MSCJS Dual Degree Curriculum.

## **Dual Degree with MPA Archive 2018-2019**

The MSCJS is available as a Dual Degree with the Master of Public Administration:  
View the MPA/MSJC Dual Degree Curriculum.

## **Dual Degree with MSMHC Archive 2018-2019**

The MSCJS is available as a Dual Degree with the Master of Science in Mental Health Counseling:  
View the MSCJS/MMHC Dual Degree Curriculum.

## **Accelerated Bachelor's/Master's Degree in Crime and Justice Studies Archive 2018-2019**

### **Degree Requirements**

1. Students admitted to this dual degree program must meet all the requirements of an undergraduate Sociology, Crime & Justice concentration program.
2. Students must also meet all requirements for the Master of Science in Crime & Justice Studies.
3. The two graduate courses taken during the senior year will count toward BOTH the undergraduate and graduate degree requirements. Credit hours will be awarded based on the graduate course description.
4. Before enrolling in any Master's level courses, students must obtain approval for classes through the MSCJS graduate program director.
5. Students are subject to the usual standards for academic standing, i.e., undergraduate standards for undergraduate courses and graduate standards for graduate courses.

Upon successful completion of all of the degree requirements, a student will receive a dual Bachelor's and Master's degree. The exact degree will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual degree program and opt to graduate with a Bachelor's degree if all the requirements for a Bachelor's degree have been met. In this case, the graduate courses taken in the senior year will be counted as 4-credit courses applied toward the undergraduate degree requirements.

# Crime & Justice Studies Courses Archive 2018-2019

## – CJ-681 Crime and Communities

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Program. This course will examine the relationship among crime, criminal justice and the community as well as the impact of crime on local neighborhoods and community institutions. The role of the community in the criminal justice system and processes of social control are also examined. Topics covered include: local measurement of crime statistics; community policing; prevention and early intervention strategies; community corrections and intermediate sanctions. Strategies for empowering local communities to address the quality of life in the urban environment are also explored.

## – CJ-685 Seminar in Corrections

**Credits:**

3.00

**Description:**

This course will examine the major issues in the adult correctional system. Traditional incarceration as well as pretrial and post-conviction alternatives will be explored. Covered topics may include: prison and jail overcrowding; issues in classification; mental health and incarceration; substance abuse treatment within the prison setting; prison security and disturbances; vocational and educational programming within prisons; ethics and corrections.

## – CJ-686 Seminar in Juvenile Justice

**Credits:**

3.00

**Description:**

This course examines the array of issues concerned with the administration and operation of the juvenile justice system. The historical, philosophical, and legal foundations of the juvenile justice system will be examined along with the legal and philosophical changes within the system in contemporary period. Special attention will be given to the Massachusetts model of juvenile corrections and treatment.

– CJ-687 Justice & the Community Courts

**Credits:**

3.00

**Description:**

This course examines the administration of justice in the community courts. Topics include the role of the judge; relationships between prosecutors, defense lawyers, and the courts; the relationship between the courts and the police; the pros and cons of plea bargaining; the goals of sentencing; and the clash between victim's rights and defendant's rights. Difficult kinds of cases will be addressed, such as cases of domestic violence, child sexual abuse, and crime relating to substance abuse. Questions concerning judicial accountability and the role of judges in the community will also be raised.

– CJ-688 Restorative Justice

**Credits:**

3.00

**Description:**

Restorative justice is a philosophical framework which poses an alternative to our current way of thinking about crime and justice. Through restorative justice, all the stakeholders to crime - victims, offenders, families, the wider community and the state - are active in response to crime. This course examines both the theoretical foundation of restorative justice rooted in a variety of legal and religious traditions; and the array of practices associated with restorative justice from around the world. Restorative justice philosophy and practice has impacted all areas of the criminal justice system including policing, probation, courts and the correctional programming for juvenile and adult offenders. Students will be afforded a hands-on experience through role-playing, guest speakers and field trips in the application of restorative values to contemporary justice system. Students will examine the meaning of justice in their own experiences, and be challenged to envision a community-based restorative response to crime and violence.

– CJ-691 Intimate Violence & Sexual Assault

**Credits:**

3.00

**Description:**

This seminar focuses on two interrelated types of violence, battering and sexual assault. Both of these crimes have been the subject of intense political organizing, cultural controversy, and criminal justice reform over the past 25 years. Together these issues currently account for a significant portion of the work of the police and courts. The research literature on these topics has increased dramatically in recent years. There are now many studies of women victimized by batterings and rape, and of men who commit these crimes. There is a growing body of research on institutional responses to such violence, particularly criminal justice responses. There is new literature on the racial and class dimensions of this violence, on trauma and recovery, and on battering in lesbian and gay relationships. This course examines these crimes from psychological, sociological, and criminal justice perspectives.

– CJ-692 Criminal Justice Policy

**Credits:**

3.00

**Description:**

This course will focus on the policy implications of various sociological theories of crime and punishment. Focus will be on the analysis of various alternative policies within the criminal justice system both within the U.S. and in Europe. Attention will be given to the politics of crime control and to the role of the media, citizen groups and other interest groups in shaping criminal justice policy.

– CJ-694 Critical Victimology

**Credits:**

3.00

**Description:**

In recent years, public attention to victims of crime has grown enormously. The reasons for this are complex. They include the effects of political organizing by crime victims; increased media attention to crime (often driven by crime stories as entertainment and advertising vehicles); the exploitation of crime victims by politicians; and long-standing community frustrations with the criminal legal system. This course will examine the rise of public attention to crime, the variety of social movements addressing victims of crime, the response of the criminal justice system to victims, and the problems and possibilities regarding new developments concerning crime victims. The course takes the perspective of a critical victimology in that the course materials question official definitions of crime, popular definitions of victims and offenders, and traditional beliefs about justice. Rather than seeing victims and offenders as entirely separate categories, a number of the books address individuals who are both victims and offenders. New developments in "restorative justice" will be presented as an emerging alternative to current problems that victims have reported with the criminal legal system.

– CJ-695 Special Topics

**Credits:**

3.00

**Description:**

Thematic investigations of problems and topics in criminal justice. Special topics include but are not limited to the areas of domestic violence and sexual assault; children and crime; crime; justice and popular culture; restorative justice; community policing; drugs and the law, drug policy, crime mapping, counterterrorism policy, female offenders and criminalistics.

– CJ-698 Community-Based Responses to Violence Against Women

**Credits:**

3.00

**Description:**

There are many different ways that communities have responded to violence against women. Both in the United States and around the world, the most common methods have involved either punishment for offenders, efforts to create safety for victims, or attempts to reform offenders. A new set of antiviolence approaches are being developed that go beyond the goals of punishment, safety, and reform. These new approaches, which are loosely grouped together as "community-based

responses," seek to mobilizing specific communities against violence; organize women across communities of color; and challenge the theories, practices, and politics of existing antiviolence efforts. These new approaches are the focus of this course.

– CJ-701 Seminar in Crime & Justice

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. A sociological investigation of the relationship between crime and justice in contemporary American society. The possibilities and limits of traditional approaches to crime control are examined in the context of our search for harmony, justice and social change. Problems in evaluating the techniques, goals, and effectiveness of criminal justice agencies and organizations are considered as well as models for rethinking the scope and nature of our responses to crime.

– CJ-702 Research Methods

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course provides students with the fundamental tools for evaluating, designing and implementing basic and applied empirical research in criminal justice. The association between theories and research methods used in the study of criminal justice is explored through a variety of related data sources. Topics covered include: the principles of research design; issues in measurement; modes of observation; basic methods of data analysis; and ethical concerns. Students will obtain hands-on experience in project design through the development of their own research proposal.

– CJ-704 Legal Issues in Criminal Justice System

**Credits:**

3.00



**Description:**

This course examines two subjects throughout the semester: substantive criminal law (e.g. what is money laundering, the insanity defense, conspiracy?); and criminal procedure: 4th Amendment (search and seizure), 5th Amendment (due process, self-incrimination, double jeopardy, etc.), 6th Amendment (right to a lawyer, public trial, etc.), 8th Amendment (cruel and unusual punishment), 14th Amendment (due process, equal protection of law), 1st Amendment (interaction of criminal law with free expression and with religious rights), and 2nd Amendment (firearms). Unlike other similar undergraduate and graduate courses, this one emphasizes principles and case summaries, de-emphasizes actual cases and case names, and does not entail teaching how to brief (summarize) cases.

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– CJ-705 Class, Race, Gender & Justice

**Credits:**

3.00

**Description:**

This course examines crime and justice in the context of the social inequalities of race, class, and gender. Surprisingly, this is a recent focus within criminology. And yet, without attention to the intersections of race, class, and gender, it is difficult to make sense of victimization, crime, or punishment in the United States today. The course readings include some of the most recent theoretical and empirical studies of these issues. The goals of the course are to develop an understanding of what a race, class, and gender analysis is, and why this is important for individuals working in criminal justice, mental health, and related fields.

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– CJ-709 Quantitative Analysis

**Credits:**

3.00

**Description:**

Core required course for Master of Science in Crime and Justice Studies. This course introduces students to the foundations of statistical analysis. Topics include: measures of central tendency; dispersion; probability; sampling distributions; hypothesis testing; correlations; and regression. Using SPSS software, students will be required to apply statistical concepts to existing data resulting in a completed research project.

– CJ-730 Bad Girls?

**Credits:**

3.00

**Description:**

This class explores the images of the traditional "bad" girl in films. The course examines the idea of moving beyond merely the delinquent, many images in film suggest that girls and women who break with the socially condoned role of femininity are somehow bad. Girls and women who have power or challenge authority are often portrayed in films as deviant and therefore "bad." Girls and women who are "frigid" are just as "bad" as their sexually promiscuous silver-screen opposites. This course further focuses on the impact of these images on real life social roles for girls and women as well as the symbiotic relationship between fact and fiction.

– CJ-731 Youth Programming.

**Credits:**

3.00

**Description:**

This course provides an overview of the best practices in positive youth development and juvenile programming for delinquency prevention; intervention and treatment. This seminar will explore the cutting edge of programming for youth in a wide range of community-based and institutional settings including schools, social services, and juvenile corrections.

– CJ-732 Adolescent Risks and Resilience

**Credits:**

3.00

**Description:**

This course will present a survey of the current scholastic research and debates on adolescence and their risks and resilience to problem behaviors. We will address the lives of teens focusing on vulnerabilities and risks, as well as protective factors including the role of peers, risk behaviors, exposure to violence, school achievement, family structures, and sexual behaviors. The course will also emphasize life-persistent versus adolescent-limited behaviors.

– CJ-734 Youth Gangs

**Credits:**

3.00

**Description:**

This course provides an overview of youth gangs and their sociological underpinnings, which are rooted in poverty and racism. Theories of gang formation and individual gang membership will be examined closely. Study topics include the history of gangs, gangs and criminal behavior, socio-cultural importance of gangs, and strategies to control gang behavior as well as community responses more generally. The course will utilize current gang issues in the US generally and in Massachusetts in particular as a basis to better understand the nuances of youth gangs.

– CJ-783 Practicum in Crime & Justice Studies I

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required. Prerequisite: Permission of the director must be obtained prior to arranging a practicum.

– CJ-784 Practicum in Crime & Justice Studies II

**Prerequisites:**

Prerequisite: Permission of the director must be obtained prior to arranging a practicum. 3 credits

**Credits:**

3.00

**Description:**

This practicum is designed for the working professional graduate student who does not anticipate a career change but intends to seek advancement in their profession. The purpose of this practicum is to allow the student (1) to integrate what they learned in the classroom with their professional career, (2) to anticipate future opportunities in their profession, and (3) to develop a formal network of well-established colleagues. Students register for one semester and must meet with the practicum advisor in the semester prior to the practicum. Library research, interviewing, and a presentation will be required.

– CJ-786 Internship in Crime & Justice Studies I

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA.

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in a criminal justice agency or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-787 Internship in Crime & Justice Studies II

**Prerequisites:**

Permission of the director must be obtained prior to arranging an internship. 3.0 GPA

**Credits:**

3.00

**Description:**

Placements are designed for the student who has no previous experience in criminal justice or for the professional who wants to make a career change. The primary objective is to provide the student with the opportunity to experience the day-to-day functioning of a criminal justice agency. The student may register for one or two semesters and must meet with the internship advisor in the semester prior to the placement. A minimum commitment of working one day per week per semester (total minimum of 110 hours per semester) is required.

– CJ-910 Independent Study**Credits:**

3.00

**Description:**

Students pursue an in-depth research project under the direction of a qualified member of the graduate faculty.

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# GRADUATE CERTIFICATE IN DISABILITY SERVICES PROGRAM (ARCHIVE 2018-2019)

- [DSHE Certificate Requirements Archive 2018-2019](#) • [DSHE Certificate Requirements Archive 2018-2019](#)
- [Disability Services Certificate Courses Archive 2018-2019](#)

## DSHE Certificate Requirements Archive 2018-2019

### Certificate Requirements: 4 courses, 12 credits

View the Federally Mandated [Gainful Employment Disclosure for the Graduate Certificate in Disability Services \(https://boston.suffolk.edu/gedt/gcdfs\)](https://boston.suffolk.edu/gedt/gcdfs).

### Core Requirements (2 courses, 6 credits)

- [DSHE-710 Introduction to Disability Services in Higher Education](#)

**Credits:**

3.00

**Description:**

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

– DSHE-720 Disability, Documentation, and Reasonable Accommodations

**Credits:**

3.00

**Description:**

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

**Elective (1 course, 3 credits)**

Choose one of the following:

– DSHE-730 Assistive Tech, Emerging Tech, and Web Access for Disability

**Credits:**

3.00

**Description:**

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

– DSHE-740 High School and Career Transition Planning for Students With Disabilities

**Credits:**

3.00

**Description:**

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

### **Practicum (1 course, 3 credits)**

Students enrolled in the Disability Services in Higher Education certificate program must complete a practicum experience that will connect course work with practical experience. The practicum experience consists of one 3-credit course with 150 total work hours in the field. Students typically spend 10 hours per week working at a local college or university in their disability services office. Students formally apply for the practicum experience and consult with their advisor regarding field placement. The supervision component of the course will be taught online.

#### **– DSHE-745 Practicum in Disability Services Administration**

##### **Prerequisites:**

Take DSHE-710; Instructor consent required

##### **Credits:**

3.00

##### **Description:**

The practicum experience provides for the practical application of administrative skills in the field of disability services under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the disability services in higher education environment.

### **Disability Services Learning Goals & Objectives**



Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

## Learning Goals

## Learning Objectives

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Students should...

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*Students should be able to...*

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Gain a historical perspective and understand the legal framework for working with students with disabilities in higher education.

- Understand the emergence of Disability Services as a distinct field in Higher Education
- Educate the campus community on the role, responsibility, and ethics of disability services

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Gain working knowledge of accessibility, accommodations, and the provision of auxiliary aids and services as well as the identification of resources and the development of policy and implementation protocol.

- Understand best practices for the development of disability services policies
  - Be able to research and benchmark in the development of policy
  - Incorporate important compliance issues in policies and procedures
-

**Learning Goals****Learning Objectives**

Be able to determine and assign rights and responsibilities of students, family members, and university faculty, staff, and administration.

- Understand and assign rights and responsibilities to students, faculty, and staff
- Educate students with disabilities on rights and responsibilities
- Educate faculty, staff, and students on rights and responsibilities
- Address discrepancies in the application of rights and responsibilities

Acquire case management skills relevant to developing and implementing intake practices, advising and advocacy, and the provision of management of accommodation services.

- Develop intake interview procedures
- Practice formulating and implementing interview questions that effectively capture a student's self-report
- Be able to identify and isolate major life impacts and match appropriate accommodations

Understand disability as diversity with respect to student identity development.

- Understand transience and intersectionality of an individual's disability
- Develop advising skills for interacting with students at various points of the identity development spectrum

# DSHE Certificate Requirements Archive 2018-2019

## Certificate Requirements: 4 courses, 12 credits

### Gainful Employment Disclosure

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Disability Services.

### Core Requirements (2 courses, 6 credits)

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**Credits:**

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**Description:**

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

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**Credits:**

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**Description:**

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

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**Credits:**

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**Description:**

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field. Students typically spend 10 hours per week working at a local college or university in their disability services office. Students formally apply for the practicum experience and consult with their advisor regarding field placement. The supervision component of the course will be taught online.

– DSHE-745 Practicum in Disability Services Administration

**Prerequisites:**

Take DSHE-710; Instructor consent required

**Credits:**

3.00

**Description:**

The practicum experience provides for the practical application of administrative skills in the field of disability services under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the disability services in higher education environment.

## Disability Services Learning Goals & Objectives

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

### Learning Goals

Students should...

### Learning Objectives

*Students should be able to...*

**Learning Goals****Learning Objectives**

Gain a historical perspective and understand the legal framework for working with students with disabilities in higher education.

- Understand the emergence of Disability Services as a distinct field in Higher Education
- Educate the campus community on the role, responsibility, and ethics of disability services

Gain working knowledge of accessibility, accommodations, and the provision of auxiliary aids and services as well as the identification of resources and the development of policy and implementation protocol.

- Understand best practices for the development of disability services policies
- Be able to research and benchmark in the development of policy
- Incorporate important compliance issues in policies and procedures

Be able to determine and assign rights and responsibilities of students, family members, and university faculty, staff, and administration.

- Understand and assign rights and responsibilities to students, faculty, and staff
- Educate students with disabilities on rights and responsibilities
- Educate faculty, staff, and students on rights and responsibilities
- Address discrepancies in the application of rights and responsibilities

**Learning Goals**

Acquire case management skills relevant to developing and implementing intake practices, advising and advocacy, and the provision of management of accommodation services.

**Learning Objectives**

- Develop intake interview procedures
- Practice formulating and implementing interview questions that effectively capture a student's self-report
- Be able to identify and isolate major life impacts and match appropriate accommodations

Understand disability as diversity with respect to student identity development.

- Understand transience and intersectionality of an individual's disability
- Develop advising skills for interacting with students at various points of the identity development spectrum

## **Disability Services Certificate Courses Archive 2018-2019**

– [DSHE-710 Introduction to Disability Services in Higher Education](#)

**Credits:**

3.00

**Description:**

Provides a historical perspective and legal foundation of disability services as a functional area within the field of administration of higher education. Examines the various organizational structures, scope of programs and services, ethical responsibilities of institutions and administrators, roles and responsibilities of key

stakeholders, legal guidelines and compliance concerns, and best practices associated with the provision of equal access to all academic and non-academic opportunities for diversely-abled students.

– DSHE-720 Disability, Documentation, and Reasonable Accommodations

**Credits:**

3.00

**Description:**

Explores disability profiles, documentation standards, and accommodation protocol for students with neurological, cognitive, physical, sensory, mental health, and chronic health related disabilities. Additional topics covered include lifespan and identity development of students with disabilities, social pragmatics and case management skills, disability as diversity, grievance procedures, and threat assessment.

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**Description:**

Covers the legal framework for providing auxiliary aids and services as matters of access and accommodation for students with disabilities, as well as web accessibility standards, best practices for accessibility testing, and the administration of accessibility policy.

– DSHE-740 High School and Career Transition Planning for Students With Disabilities

**Credits:**

3.00

**Description:**

Explores the laws, regulations, and accommodation practices in K-12, higher education, and employment settings with a focus on developing transition plans and identifying resources for students with disabilities. Additional topics covered



include identity development for persons with disabilities, strategies for individual career development, transition to independent living, engaging outside resources, collaborative efforts with key stakeholders, and the development of leadership skills centered on community education.

– [DSHE-745 Practicum in Disability Services Administration](#)

**Prerequisites:**

Take DSHE-710; Instructor consent required

**Credits:**

3.00

**Description:**

The practicum experience provides for the practical application of administrative skills in the field of disability services under the guidance of a site supervisor at an institution of higher education. The experience helps students gain exposure to various fields of work, and it provides an opportunity for students to observe, experience, and understand employer/employee relationships within the disability services in higher education environment.

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# EXECUTIVE MBA (ARCHIVE 2018-2019)

- **Executive MBA**  
**Archive 2018-**  
**2019**

## Executive MBA Archive 2018-2019

Suffolk's 16-month Executive MBA Program, designed for mid-career and senior-level professionals, blends a Saturday class schedule with four travel seminars.

Suffolk's Executive MBA Program is designed to promote an educational experience focused on integrated management theory and global leadership.

**Self-Aware Leader Seminar** -As an introduction to the Executive MBA Program, this two-day off-campus seminar emphasizes how personal leadership style and self-awareness influences both team dynamics and performance outcomes in the context of a business simulation during which students address strategic and operational issues.

**Leadership and Team Building Seminar** -Conducted in Florida, this seminar develops and refines your team leadership skills. It combines classroom activities with the experiential, competitive challenge of team sailboat racing creating an intense team experience that integrates theory and practice.

**Washington Policy Seminar** -Conducted in Washington, D.C., this one-week immersion provides first-hand exposure to the link between public policy development and organizational strategy. Students are briefed by lobbyists, regulatory agencies, national associations, think tanks and other organizations that influence policy development.

**Global Business Seminar** -Students gain critical economic, political, and cultural perspectives on doing business globally via a one-week immersion in Europe, Asia, or Latin America. Through company visits with senior management at international

organizations, students will be briefed on the current challenges of global business and participate in "flash consulting" exercises where they develop and present strategic recommendations to these companies.

## Executive MBA Program Degree Requirements

Suffolk's Executive MBA offers a fully integrated approach to learning with an emphasis on leadership. Residential seminars emphasize self-awareness, leadership, public policy, and global business. Case studies, lectures, experiential learning, and simulations are emphasized in a team-based environment.

- 12 courses and four travel seminars (45 credits)
- With the convenience of a Saturday schedule students move through the program together in a cooperative and supportive cohort environment, often on team projects and in study groups.
- Students move through the curriculum as a cohort
- The capstone class requires students to develop and implement a project driving business process improvement, or creating growth in their organizations. This often results in individual career advancement as well as high-impact benefit to student employers.

Suffolk's Executive MBA course content and subject areas are represented below.

## EMBA Curriculum

### Semester 1 (12 credits)

#### – EMBA-600 Self Aware Leader Seminar

##### **Credits:**

1.50

##### **Description:**

This two-day, off-campus seminar emphasizes how personal leadership style and self-awareness influences both team dynamics and performance outcomes in the context of a business simulation, during which students address strategic and operational issues.

– EMBA-610 Organizational Behavior

**Credits:**

3.00

**Description:**

This course provides the foundation for skills that are a prerequisite for being a successful manager and leader. Most people fail to advance in an organization because they lack the management skills necessary to function effectively in an organizational setting. The general purpose of this course is to help you acquire and practice the knowledge and skills to manage people and organizations. This knowledge is essential to those whose career goals include achieving leadership positions in an organization.

– EMGES-801 Business Opportunities

**Credits:**

1.50

**Description:**

This course is designed to teach students about the fundamentals of consulting. Students will learn how to: design a consulting practice, structure a business model, market a service company versus a product company, organize and manage client engagements and structure finances. By utilizing the tools and content acquired in this course, students will be required to build a business plan for a consulting practice and lead a consulting engagement.

– EMGES-843 Design Thinking for Competitive Advantage

**Prerequisites:**

EMBA Students Only

**Credits:**

3.00

**Description:**

Across the realms of business, non-profits, & government agencies most top level managers are seeking ways to help solve the complex challenges brought on by changes in demographics, consumer sentiment, economic variability, and new technologies. Design thinking offers both processes and methods of problem solving that are proving to be very effective in solving these types of organizational challenges. This course will explore the nature of design thinking and examine how it is being used for competitive advantage. You will learn a new way of thinking about complex problem solving that results in robust solutions. The course will be both conceptual and practical with various experiential learning opportunities.

– EMGOB-860 Leadership & Team Building Seminar

**Credits:**

3.00

**Description:**

Conducted in Miami, Florida, this seminar develops and refines organizational leadership skills by combining classroom activities and a physical challenge to create an intense team experience based on integrating theory and practice.

## **Semester 2 (12 credits)**

– EMBA-622 Operations & Data Analysis

**Prerequisites:**

Take EMBA-600, EMBA-610, and EMGOB-855

**Credits:**

3.00

**Description:**

Introduces students to operations management in the services, manufacturing and distribution industries while covering statistics and quantitative analytic tools relevant to all functional areas. Applications include: supply chain management, total quality management, forecasting, inventory planning and control, project planning and management, risk analysis, process design, and human resources

issues in a global economy. Analytic tools for these applications include descriptive statistics and graphics, uncertainty assessment, inferences from samples, decision analysis and models, and regression analysis.

– EMBA-630 Economic Analysis for Managers

**Credits:**

3.00

**Description:**

This course develops the basic tools for microeconomic and macroeconomic analysis with emphasis on business decision-making and the impact of economic policy on organizational performance and competitiveness with respect to global business.

– EMBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course develops skills in how to use accounting information to analyze the performance and financial condition of a company, and to facilitate decision-making, planning and budgeting, and performance appraisal in a managerial context. This course focuses on the use of accounting information - such as the financial reporting, analysis, interpretation and decision-making and downplays the preparation aspect involving accounting mechanics such as detailed journal entries and ledger preparation.

– EMBA-780 Managing in the Global Environment

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment and the cross-cultural factors that affect management practice in this environment. Topics covered include economic environment, free trade and

regional integration, foreign direct investment, exchange rate determination and relevant government policies, the decision to go international, and the multinational firm and its business functions.

### **Semester 3 (12 credits)**

– EMBA-650 Value Based Financial Management

**Prerequisites:**

Take EMBA-622, EMBA-630, and EMBA-640

**Credits:**

3.00

**Description:**

Introduces the basic principles of corporate finance. The main focus of the course is on fundamental principles such as time value of money, asset valuation, and risk and return trade-off. Topics covered also include cost of capital, capital budgeting, and capital structure.

– EMBA-660 Marketing: Challenge of Managing Value

**Credits:**

3.00

**Description:**

Marketing is changing -- constantly driven by dramatic technology developments, globalization, and evolving consumption values, practices, and lifestyles. This course covers marketing themes, theories, and trends that are critical for superior business performance in the 21st century. In this course, we examine current marketing theory as it is being shaped by forward-thinking academics and new developments in business practices. This course provides students with a strong foundation in marketing principles and practices.

– EMBA-670 Information Management for Competitive Advantage

**Prerequisites:**

Take EMBA-622

**Credits:**

3.00

**Description:**

Focuses on using information systems (IS) and information technology (IT) for a competitive advantage. Explores the impact of IS and IT on the internal and external environments of organizations. Introduces students to the opportunities and challenges of managing IS and IT to meet the needs of business executives, managers, users, and partners. Students discuss readings and learn from technology presentations to examine decisions pertaining to selection of IS and IT intended to maximize benefits while minimizing costs and risks of implementation.

– EMBA-770 The Washington Policy Seminar

**Credits:**

3.00

**Description:**

Conducted in Washington, D.C., this seminar provides a first hand exposure to the linkage between public and economic policy and its impact on business strategy development and execution. It includes meetings with key members of Congress, the Administration, lobbyists, the media, and other organizations that may influence policy development.

**Semester 4 (9 credits)**

– EMBA-680 Managing in the Ethical & Legal Environment

**Credits:**

3.00

**Description:**

This course explores multidisciplinary analytical techniques and case analysis as strategic management tools to assist executives in successful navigation of an increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities.



– EMBA-800 Strategic Management

**Prerequisites:**

Take EMBA-600, EMBA-610, and EMGOB-855

**Credits:**

3.00

**Description:**

Students develop a multifunctional general management perspective, integrating and applying knowledge and techniques learned in the core courses of the EMBA program. Students also learn about the principal concepts, frameworks, and techniques of strategic management; develop the capacity for strategic thinking; and examine the organizational and environmental contexts in which strategic management unfolds. Students achieve these course objectives through a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and experiential exercises.

– EMBA-899 Program Capstone

**Credits:**

3.00

**Description:**

Are you ready to leverage your knowledge and experience into substantial business opportunities? Are you prepared to develop a strategy and accept the inherent risk with implementing new innovation? In this capstone course, you will utilize the executive program's business opportunity foundation and executive curriculum, leveraging your experience and individual motivation to develop, pitch, and implement your personally-designed project. You will define your project, develop an implementation plan and related executive summary, leading to pitching your opportunity to your selected peer group who serve as a project stakeholder. This two-semester capstone may be directed towards your current organization or within new venture.

## **EMBA Learning Goals & Objectives**

**Learning Goals****Learning Objectives**

Be able to effectively apply analytical and critical reasoning skills to solve organizational challenges.  
(Analytical Reasoning)

1. Identify the problem and related issues.
2. Identify key assumptions.
3. Generate salient alternatives.
4. Examine the evidence and source of evidence.
5. Identify conclusions, implications, and consequences.

Effectively articulate the role of ethics in management.  
(Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct.
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
3. Demonstrate the ability to identify and take into account the interests of different stakeholders.
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability.
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
6. Appreciate that ethical norms vary across different countries and cultures.

**Learning Goals****Learning Objectives**

Indicate an understanding of how culture, economic and political issues differ across countries.

(Global Awareness)

1. Articulate fundamental challenges of global business.
2. Analyze financial impacts of operating a global business.
3. Apply the analysis to global management situation.
4. Identify challenges of an international workforce.
5. Demonstrate cultural awareness of external constituents.

Be able to effectively communicate in oral form.

(Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.

Be able to effectively communicate in written form.

(Written Communication)

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.

## Learning Goals

Assess their personal leadership style, qualities and abilities while at the same time indicating a plan for moving forward in their professional development to enhance their career paths.

(Leadership)

## Learning Objectives

1. Describe leadership and fellowship theories and use them to analyze a variety of situations.
2. Demonstrate the ability to conceptualize why and how the theories function through the analysis of human behavior.

## Advising

If you have questions regarding the Executive MBA Program, please contact Emily Pytka, Associate Director of the Center for Executive Education, at 617-573-8304 or by email.

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### About Us

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## FINANCE (ARCHIVE 2018-2019)

- [Master of Science in Finance \(MSF\) Archive 2018-2019](#)
- [Graduate Certificate in Corporate Finance Archive 2018-2019](#)
- [Graduate Certificate in Investments Archive 2018-2019](#)
- [Accelerated MSF for Attorneys Archive 2018-2019](#)
- [Graduate Certificate in Finance Archive 2018-2019](#)
- [Graduate Certificate in Risk Management Archive 2018-2019](#)

### Master of Science in Finance (MSF) Archive 2018-2019

The Master of Science in Finance (MSF) Program provides students with quantitative and analytical tools that will enable them to confront and manage the financial variables crucial to achieving success. The one-credit Introduction to Math, Statistics, Accounting, and Finance course will ensure that students are fully prepared to be successful in the program, and students will graduate prepared for a career in any financial discipline including the elective concentration areas of Corporate Finance, Risk Management, and Investments.

The MSF Program is a member of the CFA Institute's University Affiliation Program and one of the only programs in New England that is Financial Risk Management (FRM)-certified by the Global Association of Risk Professionals. This makes the program ideal for candidates working toward professional designations (such as Certified Financial Analyst or Financial Risk Manager), candidates possessing an MBA degree who wish to gain further expertise in finance, and candidates seeking a career in the finance industry in general.

#### STEM Classification

The MSF is a graduate degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating

from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit the ISSO webpage.

## MSF Curriculum

12-17 Courses

32-47 Credits

Program Length

9-16 months of full-time study

20-28 months of part-time study

## Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

## **Required Prerequisite Courses (12 credits)**

Must be taken or waived prior to enrolling in Finance Core Courses.

### – SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

### – SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

**Elective Prerequisite Course (3 credits)**

May be taken at any point in program.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00



**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

**Finance Core Courses (15 credits)**

Must be taken on campus unless permission to take online granted by the Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics

**Prerequisites:**

**MBA-650****Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

**Concentration Descriptions and Applicable Elective Courses (12 credits)**

Choose four (4) elective courses from the approved MSF electives list. If a concentration is declared, at least three (3) electives must be in one concentration area. Must be taken on campus, within Sawyer Business School, 800-level or above unless permission take online granted by the Academic Director.

**– SBS-920 Graduate Internship****Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

**Credits:**

0.00

**Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

Note: Students wishing to take SBS 920 for an elective in the MSF Program must consult with the MSF Advisor for guidance on how to be considered for this option.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: London Financial Services Travel Seminar is the only seminar approved as an MSF elective. Any other travel seminar requires MSF Academic Program Director approval.

## **Corporate Finance Concentration**

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate finance is the study of a framework that can be used to evaluate these choices.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-825 International Finance

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-841 Financial Forecasting

**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged

buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## **Risk Management Concentration**

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00



**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

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– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

---

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

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– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

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– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

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– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

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– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

---

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

\*Note: Students who choose the Risk Management Elective Concentration must take FIN 816 and FIN 882 as part of their program.

## Investments Concentration

The Investments concentration will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Affiliation Program.

### – FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

### – FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

### – FIN-841 Financial Forecasting

**Prerequisites:**

**FIN-818****Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

---

– FIN-845 Private Capital Markets

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

---

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged

buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**



Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

**Capstone Course (3 credits)**

Should be taken as late in the program as possible. Must be taken on campus, unless permission to take online is granted by the Academic Program Director.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

**Finance Learning Goals & Objectives****Learning Goals****Learning Objectives**

**Learning Goals****Learning Objectives**

Demonstrate ability to apply analytical reasoning skills to Finance problems (Analytical Reasoning)

1. Identify the problem and related issues.
2. Identify key assumptions.
3. Generate salient alternatives.
4. Examine the evidence and source of evidence.
5. Identify conclusions, implications, and consequences.

Demonstrate application of finance knowledge even in new and unfamiliar circumstances through conceptual understanding (Knowledge Integration)

1. Acknowledge that the project covers different key functional areas in finance.
2. Display understanding across different key functional areas in finance.
3. Identify the methodologies appropriate to solve the problem.
4. Apply and coordinate the methodologies to get the best solution for the problem.
5. Display understanding of the implications of the solution for each functional area.
6. Demonstrate overall ability to integrate knowledge from the different functional areas.

**Learning Goals****Learning Objectives**

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Apply ethical principles to financial decision making (Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct.
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
3. Demonstrate the ability to identify and take into account the interests of different stakeholders.
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability.
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
6. Appreciate that ethical norms vary across different countries and cultures.

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Demonstrate effective oral communication about financial information (Oral Communication)

1. Organize the presentation effectively.
  2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
  3. Develop the topic.
  4. Communicate with the audience.
  5. Use communication aids effectively.
  6. Summarize the presentation.
-

**Learning Goals**

Demonstrate effective written communication about financial information (Written Communication):

**Learning Objectives**

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.

**Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns and may be reached by phone at 617-573-8641 or by email.

## **Accelerated MSF for Attorneys Archive 2018-2019**

The Accelerated MSF for Attorneys Program is ideal for both working professionals and full-time students. As the legal and the business worlds have become more connected, attorneys are increasingly called upon to provide guidance in complex financial matters.

**STEM Classification**

The MSF is a graduate degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit the ISSO webpage.

## Accelerated MSF for Attorneys Curriculum

12-15 Courses

32-41 Credits

Program Length

9-16 months of full-time study

20-28 months of part-time study

## Required Introductory Courses (2 credits)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

## **Required Prerequisite Courses (12 credits)**

Must be taken or waived prior to enrolling in Finance Core Courses.

– SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

– SBS-604 Data Analytics

**Credits:**

3.00



**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## Finance Core Courses (15 credits)

Must be taken on campus unless permission to take online granted by Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-818 Financial Econometrics**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

## Elective Courses (9-12 credits)

Choose four (4) if all prerequisite requirements are waived. Choose three (3) if some or none of the prerequisite requirements are waived. If four (4) electives are required for your program, and a concentration is declared, three (3) must be in one concentration area. Must be taken within Sawyer Business School, 800-level or above, on campus unless permission to take online granted by Academic Program Director.

### – SBS-920 Graduate Internship

**Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

**Credits:**

0.00

**Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

Students wishing to take SBS 920 for an elective in the MSF Program must consult with the MSF Advisor on how to be considered for this option.

### – MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

London Financial Services Travel Seminar is the only travel seminar approved as an MSF Elective. Any other travel seminar requires MSF Academic Program Director approval.

## Corporate Finance Concentration

A corporate manager is continuously faced with financial choices. These choices include deciding which projects to pursue, allocating scarce resources to maximize profit, and finding alternative approaches to provide funds for various projects. Corporate Finance is the study of a framework that can be used to evaluate these choices.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-825 International Finance**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-841 Financial Forecasting**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

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– FIN-845 Private Capital Markets

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

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– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

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– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.



**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## **Risk Management Concentration**

The Risk Management concentration integrates key areas of financial risk with global industry needs and best practices. You will learn how to assess and manage various types of financial risks in a global company. The curriculum also aligns with the Global Association of Risk Professionals' Financial Risk Manager certification program.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-831 Portfolio Management

**Prerequisites:**

**FIN 810****Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

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**– FIN-882 Applied Risk Management****Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

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**– FIN-884 Fixed Income Securities****Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of

derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern

methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

\*Note: Students who choose the Risk Management Elective Concentration must take FIN 816 and FIN 882 as part of their program.

## Investments Concentration

The Investments concentration will help you understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities. The MSF curriculum incorporates at least 70 percent of the CFA Program Candidate Body of Knowledge and was therefore accepted by the CFA University Affiliation Program.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-831 Portfolio Management**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes

long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

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– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

---

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of



derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several

clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus, unless permission to take online is granted by the Academic Program Director.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

## Graduate Certificate in Corporate Finance Archive 2018-2019

The Graduate Certificate in Corporate Finance is designed for individuals who are previous business majors with an understanding of the framework to evaluate a company's finances, free up capital, increase profits and reduce costs. Students will be able to analyze financial data and prepare financial reports.

## Curriculum

5 Courses

15 Credits

Program Length

4 months full-time study

9-16 months of part-time study

## Required Course (3 credits)

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

## Electives (12 credits)

Four (4) courses are electives. Three (3) of the electives must be from the approved elective list for Corporate Finance. One must be from an approved finance course list outside of Corporate Finance. If your choice of elective has a prerequisite, then the prerequisite must be met prior to enrolling in the elective.

Note RE: the MBA 650 requirement for previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a grade of "B" or better within seven (7) years of enrolling in certificate program or an upper level FIN elective with a grade of "B" or better within seven (7) years to meet this requirement for admission.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached at 617-573-8641 or by email.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Certificate Program in Corporate Finance.

# **Graduate Certificate in Finance Archive 2018-2019**

The 5-course, 15 credit Graduate Certificate in Finance (GCF) is designed for individuals who are non-business majors with an interest in gaining skills in general finance including economics, data analytics, accounting, financial management and general corporate theory.

## **Curriculum**

5 Courses

15 Credits

Program Length

9-16 months of part-time study

## **Required Courses (15 credits)**

– SBS-603 Managerial Economics

**Credits:**

3.00

### **Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-

making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.



**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached at by phone at 617-573-8641 or by email.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Certificate Program in Finance.

# **Graduate Certificate in Investments Archive 2018-2019**

The 5-course Graduate Certificate in Investments (GCI) is designed for individuals who are previous business majors and have a professional interest in the area of investments. The graduate finance courses are recognized by the CFA Institute. The courses are closely tied to professional practice and will help students understand asset management, security valuations, capital markets, portfolio management and the process of issuing securities.

## Curriculum

5 Courses

15 Credits

Program Length

9-16 months of part-time study

## Required Courses (6 credits)

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

**Electives (9 credits)**

Three (3) courses are electives and must be selected from the approved elective list for Investments.

Note: MBA 650 requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a grade of "B" or better within seven (7) years of enrolling in certificate program or an upper level elective with a grade of "B" or better within seven (7) years to meet this requirement for admission.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

**Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached by phone at 617-573-8641 or by email.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Investments.

# **Graduate Certificate in Risk Management Archive 2018-2019**

The 5-course Graduate Certificate in Risk Management (GCRM) will ready you to assess and manage various types of financial risks in the global economy. The curriculum is aligned with the Global Association of Risk Professionals' Financial Risk Manager certification program and positions you to handle risk at international companies.

## Curriculum

5 Courses

15 Credits

Program Length:

4 months of full-time study

9-16 months of part-time study

## Required Courses (6 credits)

### – FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

### – FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

## **Electives (9 credits)**

Three (3) course are electives which must be selected from the approved elective list for Risk Management.

Note: MBA 650 Requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a grade of "B" or better within seven (7) years of enrolling in certificate program or an upper level FIN elective with a grade of "B" or better within seven (7) years to meet this requirement for admission.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached by phone at 617-573-8641 or by phone.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Risk Management.

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# FINANCIAL SERVICES AND BANKING (ARCHIVE 2018-2019)

- Master of Science in Financial Services and Banking (MSFSB) Archive 2018-2019
- Graduate Certificate in Financial Services and Banking Archive 2018-2019

## Master of Science in Financial Services and Banking (MSFSB) Archive 2018-2019

The Master of Science in Financial Services and Banking (MSFSB) Program is ideal for students interested in finance areas such as commercial banking, investment banking, international banking, asset securitization, and financial services. The one-credit introduction to Math, Statistics, Accounting, and Finance course will ensure that students are fully prepared to be successful in the program.

In addition to the fundamentals of finance, the program also examines the creation of complex derivative products, their use for risk exposure control, and their marketing to corporate clients. In short, students in the MSFSB Program will gain a strong foundation in the theoretical and practical application of financial theories, while graduating with the skills necessary to excel in careers like bank management and financial services management.

### STEM Classification

The MSFSB is a graduate degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit the ISSO webpage.

### MSFSB Curriculum

12-17 Courses

32-47 Credits

**Program Length**

9-16 months of full-time study

20-28 months of part-time study

**Required Introductory Courses (2 credits)**

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- FIN-601 Introduction to Statistics, Accounting, & Finance Intensive

**Prerequisites:**

MSF and MSFSB students only;

**Credits:**

1.00

**Description:**

This is a boot camp-style course which introduces students to the basic concepts of math, statistics, accounting, and finance. Given the technical nature of modern finance, this course is designed to prepare students for the challenges of taking advanced finance courses. The course is based on lectures, problem solving, and discussion of concepts.

**Required Prerequisite Courses (12 credits)**

Must be taken or waived prior to enrolling in Finance Core Courses.

– SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

## **Elective Prerequisite Course (3 credits)**

May be taken at any point in program.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## **Finance Core Courses (18 credits)**

Must be taken on campus unless permission to take online granted by the Academic Program Director.

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

**Elective Courses (9 credits)**

Choose three (3) elective courses from the approved MSFSB elective list. Must be taken on campus, within Sawyer Business School, 800-level or above, unless permission to take online is granted by the Academic Program Director.

**Elective Courses (9 credits)**

– SBS-920 Graduate Internship

**Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

**Credits:**

0.00

**Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

Note: Students wishing to take SBS 920 for an elective in the MSFSB program must consult with the MSFSB advisor on how to be considered for this option.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: London Financial Services Travel Seminar is the only seminar approved as an MSFSB elective. Any other travel seminar requires Academic Program Director approval.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

FIN-825 International Finance



**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

– FIN-831 Portfolio Management**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

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– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

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– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as

extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Capstone Course (3 credits)

Should be taken as late in the program as possible. Must be taken on campus, unless permission to take online is granted by the Academic Program Director.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

## MSFSB Learning Goals & Objectives

### Learning Goals

### Learning Objectives

Demonstrate ability to apply analytical reasoning skills to Finance problems (Analytical Reasoning)

1. Identify the problem and related issues.
2. Identify key assumptions.
3. Generate salient alternatives.
4. Examine the evidence and source of evidence.
5. Identify conclusions, implications, and consequences.

Demonstrate application of finance knowledge even in new and unfamiliar circumstances through conceptual understanding (Knowledge Integration)

1. Acknowledge that the project covers different key functional areas in finance.
2. Display understanding across different key functional areas in finance.
3. Identify the methodologies appropriate to solve the problem.
4. Apply and coordinate the methodologies to get the best solution for the problem.
5. Display understanding of the implications of the solution for each functional area.
6. Demonstrate overall ability to integrate knowledge from the different functional areas.

**Learning Goals****Learning Objectives**

Apply ethical principles to financial decision making (Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct.
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
3. Demonstrate the ability to identify and take into account the interests of different stakeholders.
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability.
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
6. Appreciate that ethical norms vary across different countries and cultures.

Demonstrate effective oral communication about financial information (Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.



**Learning Goals**

Demonstrate effective written communication about financial information (Written Communication)

**Learning Objectives**

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.

**Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns and may be reached by phone at 617-573-8641 or by email.

**Waiver & Transfer Policy****Waiver Policy**

Required prerequisite courses and elective prerequisite course may be waived with credit. All waiver requests are evaluated upon a student's acceptance into the MSF Program and are waived during the student's first semester.

To waive required prerequisite courses or the elective prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSF matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All MSF students must complete a minimum of 32 credits (10 courses, SBS 700, and FIN 601) in the Sawyer Business School.

## Transfer Credit Policy

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MSF program. However, at the discretion of the program director, finance core courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits of elective or finance core courses may be considered for transfer.

## Graduate Certificate in Financial Services and Banking Archive 2018-2019

The 5-course Graduate Certificate in Financial Services and Banking (GCFSB) is designed for individuals who are previous business majors seeking an understanding of bank management and financial services management. Classes will explore the creation of derivative products, their use for risk exposure control, and how to market them to corporate clients.

### Curriculum

5 Courses

15 Credits

Program Length

4 months of full-time study

9-16 months of part-time study

### Required Course (3 credits)

– [FIN-808 General Theory in Corporate Finance](#)

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

**Electives (12 credits)**

Four (4) courses are electives. Three (3) must be selected from the approved elective lists for Financial Services and Banking. One must be from the approved finance course list outside Financial Services and Banking, at the 800-level, and prerequisites must be met.

Note: MBA 650 requirement for Previous Business Major Certificate Options - Candidate must have taken equivalent of MBA 650 with a grade of "B" or better within seven (7) years of enrolling in a certificate program or an upper level FIN elective with a grade of "B" or better within seven (7) years to meet this requirement for admission.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

**Advising**

Upon enrollment, students are assigned an academic advisor from the Finance Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The Graduate Programs in Finance Office is also available to respond to any questions or concerns, and may be reached by phone at 617-573-8641 or by email.

### **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

### **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Financial Services and Banking.



# GLOBAL PUBLIC POLICY (ARCHIVE 2018-2019)

Suffolk University offers two distinctive graduate degrees — the Masters in Applied Politics and the Masters in Global Public Policy — to prepare students for political careers. Both consist of 10 courses (30 credits) of coursework. There is also a **dual Master of Public Administration/Master of Arts in Global Public Policy** (</academics/academic-catalog-archives/dual-degrees-archive-2018-2019/mpa-magpp-dual-degree---archive-2018-2019>).

- [Master of Arts in Global Public Policy Archive 2018-2019](#)
- [Dual Degree with MPA Archive 2018-2019](#)
- [Courses Archive 2018-2019](#)

## Master of Arts in Global Public Policy Archive 2018-2019

The Master of Arts in Global Public Policy is available as a Dual Degree with the MPA: View the MPA/MAGPP Dual Degree Curriculum.

**Degree Requirements: 10 courses, 30 credits**

**Core Requirements (6 courses, 18 credits)**

– [GVT-723 Graduate Internship](#)

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

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– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

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– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which

policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

## **Electives (4 courses, 12 credits)**

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area.

## **Language Requirement**

In addition to their coursework, all students concentrating in International Relations must demonstrate written proficiency in a language other than English. Students may enroll in language courses for the purpose of mastering the chosen language, but credits in those courses will not be applied toward the degree. Language proficiency should be demonstrated either prior to admission or by the end of the first year in the program. Students can satisfy this requirement in one of the following ways:

1. Two years of study in a particular language at the undergraduate level, as demonstrated on an official or unofficial undergraduate transcript submitted to the graduate program director.
2. Native speakers of a language other than English, as demonstrated by at least two years of attendance at an undergraduate institution in which instruction was taught in a non-English language.
3. Completing/Passing ACTFL's Reading Test for Professionals (RPT) at least a "novice-high" level. If you choose this option, please contact the program director to schedule an exam.

## **Dual Degree with MPA Archive 2018-2019**

The MAGPP is available as a Dual Degree with the Master of Public Administration:  
View the MPA/MAGGP Dual Degree Curriculum.



## Courses Archive 2018-2019

### – GVT-010 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

0.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

### – GVT-609 Transitional Justice

**Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human

rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

– GVT-623 Political Survey Research

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics

**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the policies and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

– GVT-641 Ready, Set, Run!

**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

– GVT-642 Candidate Definition

**Credits:**

1.00

**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

– GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. the second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-671 Topics in Democracy

**Credits:**

3.00

**Description:**

In this course, students will have an opportunity to examine the basic foundations of the democratic theory and practice. Specifically, the course focuses on the building blocks of a democratic relationship between people and government, including transparency, accountability, accessibility, and opportunities for effective advocacy and participation. Both classical and modern authors who weighed in on these issues will be discussed.

– GVT-682 Crisis and Integration in Europe

**Credits:**

3.00

**Description:**

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

— GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

— GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies

to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GVT-747 Seminar in Legislation & Lobbying.

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**



Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times

during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**

This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship, immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

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– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

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– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**

3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– [GVT-957 Thesis Research & Writing](#)

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

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# GRAPHIC DESIGN (ARCHIVE 2018-2019)

The Master of Arts program in Graphic Design (MAGD) provides a professional education that prepares students with the technical and intellectual skills they need to meet the challenges of a diverse and ever-expanding design marketplace. Students learn to fully participate as designers in a rapidly-growing field that uses visual communication to influence and interpret culture.

- [Master of Arts in Graphic Design Archive 2018-2019](#) • [Graphic Design Graduate Courses Archive 2018-2019](#)

## Master of Arts in Graphic Design Archive 2018-2019

### Degree Requirements: 12-24 courses, 36-73 credits maximum

Candidates for the master's degree must complete a course of study consisting of 36-73 credits. Applicants possessing a Bachelor of Fine Arts in Graphic Design can typically complete their master's degree with 36 credits of graduate study (700-level or higher).

The letter "S" preceding a course number indicates a studio course. A studio fee is assessed for all studio courses.

### Leveling Courses

Candidates who have not completed an undergraduate program of study substantially equivalent to the BFA in Graphic Design are required to complete leveling courses. The graduate program director evaluates the unique background of each student at the time of acceptance into the graduate program to determine the number and type of leveling courses that are required. Students may be required to complete up to 37 credits of leveling courses; most applicants will be able to waive some number of these based on professional background and prior academic experience. An additional 36 credits of

graduate-level coursework is then required to earn the MAGD degree. Graduate students completing the leveling courses must maintain a 3.0 GPA in order to remain in good standing in the program.

## Graphic Design Leveling Courses (12 courses, 37 credits)

Students complete or waive the following courses:

– ADG-224 History of Graphic Design

**Credits:**

4.00

**Description:**

The first part of the course will focus on the history of graphic design from prehistoric times to the Industrial Revolution, including the origins of graphic communications in the ancient world, the development of the alphabet and early printing and typography. The second portion will concentrate on the period from the late 19th century to the present, and will include the Arts and Crafts Movement, the various-isms and their influence on modern art, the Bauhaus and International Style, and contemporary visual systems and image making.

– ADG-S201 Typography I

**Prerequisites:**

ADF S151 OR ADF S166

**Credits:**

3.00

**Description:**

This course will introduce students to the creative use of typography in the design process and will provide them with the skills, knowledge & terminology necessary to design with type.

– ADG-S202 Typography II

**Prerequisites:**

ADG S201 and ADG S219



**Credits:**

3.00

**Description:**

This advanced course focuses on the translation of the historical knowledge and hand skills learned in Typography I into a digital format. Students will learn how to produce quality typography, as well as experiment with and explore letterform design and manipulation.

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– ADG-S206 Graphic Design I

**Prerequisites:**

ADF S151 OR ADF S166

**Credits:**

3.00

**Description:**

Emphasizing the creative process from thumbnail to comprehensive, the course will also introduce the student to the language, tools, and techniques of the professional graphic designer. Attention will be paid to conceptualization, production and presentation in solving design problems. This course will expose students to a series of assignments designed to show step-by-step problem solving from observation and research, to the incorporation of these findings into the design of communication vehicles.

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– ADG-S207 Graphic Design II

**Prerequisites:**

ADG S206 and ADG S219

**Credits:**

3.00

**Description:**

A continuation of the skills learned in Graphic Design I, involving projects that are broader in scope, more in-depth, and address societal issues.

– ADG-S213 Design for Digital Communication

**Prerequisites:**

ADG S219

**Credits:**

3.00

**Description:**

This course will introduce basic digital communication design skills to students in order to prepare them for more advanced study. The class will use a variety of industry standard software to structure digital content and understand how to communicate digitally. Information architecture, wire frames, interface design, user experience and web page layouts will be explored. The history, societal context and future of emerging media will be discussed.

– ADG-S219 Computer Applications in Design

**Credits:**

3.00

**Description:**

In this course students will learn the industry-standard software applications used by graphic designers. Through a series of technical and design problems, students will learn how and when to use specific software to produce their solutions and prepare portfolio-quality design.

– ADG-S326 Informing Design

**Credits:**

3.00

**Description:**

Informing Design will give you the visual presentation skills necessary to succeed in the "real world" by helping you communicate more clearly to clients, make your ideas visual and vibrantly persuasive, and to make facts and data more accessible and interesting for all. This course on visualization will teach you to see with your eyes and not with your mind. You will learn how design visualizes what is happening all around us on a daily basis. We are connected as never before at speeds that challenge any status quo, and better equipped to capture data and make sense of it

all. In the same way the iPhone made photographers out of all of us, this course will help you discover the designer in you, no matter what your field of study. Come collaborate with us! This class is open to all majors.

– ADG-S340 Online Mobile Design

**Prerequisites:**

ADG S213 or Instructors Permission

**Credits:**

3.00

**Description:**

This course will cover the basics of web design and development technologies including the most up-to-date standards in coding and best practices. The objective is the development of advanced conceptual skills such as wire-framing, prototyping, usability testing, interactive philosophy, accessibility, project and content management. Students will learn industry-standard tools/frameworks and design practices for both online and mobile technologies. In addition students will end the course with enough knowledge to build a site, upload it and connect it to a domain of their choosing.

– ADG-S344 Graphic Design III

**Prerequisites:**

ADG S202, ADG S207, and ADG S219

**Credits:**

3.00

**Description:**

This continuation of Graphic Design I and II (ADG S206, 207) will concentrate on increasing sophistication in creative problem-solving abilities. Students will also develop an understanding of prepress terms and operations and the impact of technology on those operations. It will also provide the knowledge and skills necessary to enable students to make appropriate prepress decisions regarding more complex projects. Senior status preferred.

– ADG-S360 Branding & Identity Design

**Prerequisites:**

ADG S202 and ADG S207

**Credits:**

3.00

**Description:**

This course explores the issues of customer experience and contemporary branding used to identify, establish and promote the business community. Specific emphasis will be placed on the analysis and development of corporate identity systems including the development of logotypes, signage systems, environmental graphics, websites, advertising and appropriate collateral materials.

– ADG-S366 Environmental Graphic Design

**Prerequisites:**

ADG S202, ADG S207 and ADG S219

**Credits:**

3.00

**Description:**

A cross disciplinary course bringing together interior design students and graphic design students to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three dimensional graphic design projects within the built environment.

## **Graphic Design Core Requirements (8 courses, 24 credits)**

– ADG-810 Graphic Design Graduate Seminar

**Credits:**

3.00

**Description:**

Everyone has a voice - in addition to audible voices, each designer has their own visual voice. In this class we find and fine-tune students' visual voices through exercises designed to discover the viewable threads that form and define what embodies a visual voice. The journey will take students through creating and analyzing their own work and the work of designers and artists in various fields of communication. The class will culminate in a personally designed and crafted book recording the experience.

— ADG-S820 Graphic Design Graduate Studio I

**Credits:**

3.00

**Description:**

In this graduate studio, students will explore complex graphic design problems, particularly those requiring a multi-disciplinary approach. The goal of the course is to extend the student's viewpoint beyond simple one-dimensional solutions and to encourage thoughtful and inventive design, and innovative problem-solving.

— ADG-S822 Graphic Design Graduate Studio II

**Prerequisites:**

ADG S820

**Credits:**

3.00

**Description:**

In this advanced-level studio, students will continue their exploration of the more complex graphic design projects begun in Graphic Design Graduate Studio I (ADG S820), with the emphasis on design problems requiring a multi-disciplinary approach. Students will be exposed to projects that encompass a broad variety of design circumstances, and they will be encouraged to guide clients to more inventive and unique solutions. Each project assigned has a student-generated

component in its selected topic and scope. The formation of project details requires students to engage in considerable research prior to starting the application of design.

– ADG-S839 Masters Foundation I

**Credits:**

3.00

**Description:**

Developing and building an advanced comprehensive knowledge of fundamental skills in graphic design craft, enables students to apply them throughout their graduation coursework. Students will experience a series of rapid-fire exercises, including but not limited to, composition, color, understanding typography, and the application of the conceptual thought processes.

– ADG-S840 Thesis Research

**Credits:**

3.00

**Description:**

The Master's program in Graphic Design culminates in a thesis, an independent project based on an original idea designed and developed by the student in concert with a team of advisers. Thesis Research Studio requires the definition of a graphic design problem, research of case studies and visual works relevant to the thesis topic, and the creation of an outline for the thesis studio project. The class will culminate in the preparation of printed documentation, as well as an oral/visual presentation. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

– ADG-S842 Graphic Design Thesis Studio

**Prerequisites:**

ADG S840

**Credits:**

3.00

**Description:**

The Graphic Design Thesis is a focused independent project on a single original topic, developed by the student working in conjunction with a team of advisors. During this studio course students will test various formats for visualizing their thesis and will execute the design work necessary to realize their project. Emphasis will be placed on creative inquiry and the development of unique solutions that are conceptually strong and content rich. The final thesis will be comprised of the design project along with extensive written documentation. Students must demonstrate independence in relation to their own design process and the ability to realize a complex graphic design solution.

– ADG-S844 Graphic Design Thesis Documentation Studio

**Prerequisites:**

ADG S842

**Credits:**

3.00

**Description:**

This studio course represents the final phase of the thesis process. Having defined the design problem, completed the necessary research and finalized the design solution, the students will then document the process and project in written and visual form. Thesis documentation will consist of the visual manifestation of the design solution as well the professional level production of a printed, bound volume or other appropriate format in which the thesis project, research, and solution are presented in both text and images. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

– ADG-S849 Masters Foundation II

**Credits:**

3.00

**Description:**

Discover connections where one least expects them. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking while turning them into their own

methodologies. Students will walk away knowing how to depend on their own thinking as a practical routine to tackle complex creative problems without the fear of being wrong.

## Graphic Design Electives (4 courses, 12 credits)

Choose four courses from those listed below or, with approval from the MAGD Program Director, select graduate electives in other disciplines:

### – ADG-700 Graphic Design Graduate Internship

**Prerequisites:**

Consent of Program Director required.

**Credits:**

3.00

**Description:**

The purpose of this course is to provide students with an opportunity to explore areas within the graphic design field that they have not previously experienced. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a journal of their observations and submit sample work. Required classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. Students with prior extensive and documented work experience in the field may be exempt from the internship requirement, with the approval of the Masters in Graphic Design Program Director; however, such students will be required to substitute a 3-credit studio elective for the internship.

### – ADG-850 Visual Communication Design Seminar

**Credits:**

3.00

**Description:**

Concept-driven seminar with a focus on advertising. Instructor invites design professionals to work directly with students in class on unique assignments emphasizing innovation. Develops students' individual voices while introducing



industry-standard techniques for contemporary visual communication. In-class Q&A between students and guests on concepting, self-promotion, and job-search. Establishes the professional parameters for a marketable online portfolio and updated design approaches for digital & print.

– ADG-S807 The Now and Future of Graphic Design

**Prerequisites:**

Program Director Consent Required

**Credits:**

3.00

**Description:**

Comprehending the significance of the rapidly changing field of graphic design will be addressed through relationships, processes and technologies as evidenced in the work of contemporary visionaries from a broad array of individuals using design as a part of their field of interest. With the emergence of the Digital/Information age, the opportunities for being informed and the importance of engaging collaborative relationships will be analyzed and utilized with the goal of connecting with the vast extended community we occupy.

– ADG-S910 Graphic Design Directed Studio

**Prerequisites:**

Program Directors consent required

**Credits:**

1.00- 3.00

**Description:**

An independent Studio provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. Students work one-on-one with a full-time faculty member to realize a particular and well defined goal. Proposals for Independent Studios must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.

## Thesis

The master's program culminates in a final thesis project, an independent inquiry based on an original idea associated with a student's chosen area of concentration. Graphic Design Thesis Research (ADG-S840), Thesis Studio (ADG-S842), and Thesis Documentation (ADG-S844) are the core courses in the master's program curriculum sequence. Successful completion of Thesis Research is a prerequisite for enrollment in Thesis Studio and successful completion of Thesis Studio is likewise a prerequisite for enrollment in Thesis Documentation.

## Portfolio Review and Thesis Exhibition

End-of-semester Portfolio Reviews are required of all master's and pre-master's students, as is participation in the Graduate Student Thesis Exhibition. Please note that degrees will not be awarded until all of these requirements have been successfully completed.

## Graphic Design Learning Goals & Objectives

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

Learning Goals	Learning Objectives
Students should...	<i>Graduates should be able to...</i>
Learn to design with sophisticated skills and concept.	<ul style="list-style-type: none"><li>◦ Display competencies in technical skills, aesthetic skills, multidisciplinary skills, and the development of curiosity through self-learning</li></ul>
Innovate and contribute to the profession.	<ul style="list-style-type: none"><li>◦ Demonstrate many skill based tasks (classic design skills such as the use of typography, composition, color) as well as the ever changing tasks students will be asked to use as professionals (such as video, animation, web and app design, environmental graphic design, packaging, and new digital media as it emerges).</li><li>◦ Thrive in the highly competitive workplace and proliferate in innovative thinking during the thesis process.</li></ul>

## Learning Goals      Learning Objectives

Students should...	Graduates should be able to...
Develop a practical understanding of their potential in the professional workplace.	<ul style="list-style-type: none"> <li>Demonstrate professional practices such as resume writing, presentation skills and project management.</li> </ul>

# Graphic Design Graduate Courses Archive 2018-2019

## – ADG-224 History of Graphic Design

### Credits:

4.00

### Description:

The first part of the course will focus on the history of graphic design from prehistoric times to the Industrial Revolution, including the origins of graphic communications in the ancient world, the development of the alphabet and early printing and typography. The second portion will concentrate on the period from the late 19th century to the present, and will include the Arts and Crafts Movement, the various-isms and their influence on modern art, the Bauhaus and International Style, and contemporary visual systems and image making.

## – ADG-337 Professional Practice

### Prerequisites:

Senior BFA status

### Credits:

3.00

**Description:**

This senior-year course is designed to provide final preparation for employment in the field of graphic design. In addition to helping each student develop a professional digital portfolio, the course will provide students with practical knowledge of the business aspects of graphic design, interviewing skills, resume preparation, personal branding and help students target internship opportunities for the following semester.

– ADG-400 Graphic Design Internship

**Prerequisites:**

Senior BFA status.

**Credits:**

3.00- 4.00

**Description:**

Seniors are required to pursue an internship with a local graphic design firm, whose work is directly related to that student's intended area of professional concentration. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a notebook of their observations. Required classroom seminars will reinforce new skills, share learning experiences and answer questions or concerns.

– ADG-500 Graphic Design Directed Study

**Prerequisites:**

Consent of Program Director required

**Credits:**

3.00

**Description:**

The student completes a directed study project under the supervision of a graphic design faculty member. All Directed Study request forms must be accompanied by a written proposal and schedule and must be approved by the faculty member, the Graphic Design Program Director, and the department Chair.

– ADG-510 Graphic Design Undergraduate Independent Study

**Prerequisites:**

Independent Study Forms must be submitted to the CAS Dean's Office.

**Credits:**

1.00- 6.00

**Description:**

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. The student will work on a one-on-one basis with a full-time faculty member to realize a particular and well-defined goal. All proposals for Independent Study must be approved by the Deans Office in advance of the semester during which the work will be completed.

– ADG-624 History of Graphic Design

**Credits:**

3.00

**Description:**

The first part of this course will focus on the history of graphic design from prehistoric times to the Industrial Revolution, including the origins of graphic communications in the ancient world, the development of the alphabet and early printing methods, and typography. The second portion will concentrate on the period from the mid 19th-century to the present, and will include the Arts and Crafts Movement, the various 'isms' and their influence on modern art, the Bauhaus and International Style, and contemporary visual systems and image making.

– ADG-637 Professional Practice

**Credits:**

3.00

**Description:**

This course is designed to provide final preparation for employment in the field of graphic design. In addition to helping each student develop a professional portfolio, the course will provide students with practical knowledge of the business aspects

of graphic design, interviewing skills, resume preparation, personal branding and help students target internship opportunities for the following semester.

– ADG-700 Graphic Design Graduate Internship

**Prerequisites:**

Consent of Program Director required.

**Credits:**

3.00

**Description:**

The purpose of this course is to provide students with an opportunity to explore areas within the graphic design field that they have not previously experienced. Interns will observe and participate in all office procedures permitted by their place of internship and will be required to maintain a journal of their observations and submit sample work. Required classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. Students with prior extensive and documented work experience in the field may be exempt from the internship requirement, with the approval of the Masters in Graphic Design Program Director; however, such students will be required to substitute a 3-credit studio elective for the internship.

– ADG-704 Art and Architecture of the Italian Renaissance

**Credits:**

3.00

**Description:**

This international study course introduces students to Italian Renaissance art, artists and culture from the first evidence in the Italian Gothic (around the 1260s) to the Early and High Renaissance, predominantly in Florence and Venice, up to the 1600s. The course will survey the history of painting, sculpture, and architecture as works are studied individually, not only for their formal elements and visual importance, but also within their aesthetic, historic, political and cultural contexts. Class discussion and a visual analysis of works of art will encourage personal interpretation and critical thinking. This course is offered in conjunction with Italian Journal (ADG S702) on-site in Tuscany and Venice.

– ADG-810 Graphic Design Graduate Seminar

**Credits:**

3.00

**Description:**

Everyone has a voice - in addition to audible voices, each designer has their own visual voice. In this class we find and fine-tune students' visual voices through exercises designed to discover the viewable threads that form and define what embodies a visual voice. The journey will take students through creating and analyzing their own work and the work of designers and artists in various fields of communication. The class will culminate in a personally designed and crafted book recording the experience.

– ADG-850 Visual Communication Design Seminar

**Credits:**

3.00

**Description:**

Concept-driven seminar with a focus on advertising. Instructor invites design professionals to work directly with students in class on unique assignments emphasizing innovation. Develops students' individual voices while introducing industry-standard techniques for contemporary visual communication. In-class Q&A between students and guests on concepting, self-promotion, and job-search. Establishes the professional parameters for a marketable online portfolio and updated design approaches for digital & print.

– ADG-910 Graphic Design Independent Study

**Prerequisites:**

Instructor's consent required.

**Credits:**

3.00

**Description:**

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. Students work one-on-one with a full-time faculty member to realize a particular and well-

defined goal. Proposals for Independent Studies must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.

– ADG-S201 Typography I

**Prerequisites:**

ADF S151 OR ADF S166

**Credits:**

3.00

**Description:**

This course will introduce students to the creative use of typography in the design process and will provide them with the skills, knowledge & terminology necessary to design with type.

– ADG-S202 Typography II

**Prerequisites:**

ADG S201 and ADG S219

**Credits:**

3.00

**Description:**

This advanced course focuses on the translation of the historical knowledge and hand skills learned in Typography I into a digital format. Students will learn how to produce quality typography, as well as experiment with and explore letterform design and manipulation.

– ADG-S204 Design Beyond Design

**Credits:**

3.00

**Description:**



This course focuses on the multi-disciplinary nature of the graphic design profession and the designer as a visual communicator, critical thinker and problem solver. Students will be exposed to a series of outside topics to which they will apply design solutions, mirroring the range of fields in which designers today are employed.

– ADG-S206 Graphic Design I

**Prerequisites:**

ADF S151 OR ADF S166

**Credits:**

3.00

**Description:**

Emphasizing the creative process from thumbnail to comprehensive, the course will also introduce the student to the language, tools, and techniques of the professional graphic designer. Attention will be paid to conceptualization, production and presentation in solving design problems. This course will expose students to a series of assignments designed to show step-by-step problem solving from observation and research, to the incorporation of these findings into the design of communication vehicles.

– ADG-S207 Graphic Design II

**Prerequisites:**

ADG S206 and ADG S219

**Credits:**

3.00

**Description:**

A continuation of the skills learned in Graphic Design I, involving projects that are broader in scope, more in-depth, and address societal issues.

– ADG-S213 Design for Digital Communication

**Prerequisites:**

ADG S219

**Credits:**

3.00

**Description:**

This course will introduce basic digital communication design skills to students in order to prepare them for more advanced study. The class will use a variety of industry standard software to structure digital content and understand how to communicate digitally. Information architecture, wire frames, interface design, user experience and web page layouts will be explored. The history, societal context and future of emerging media will be discussed.

– ADG-S214 Illustration for Designers

**Prerequisites:**

ADF S102

**Credits:**

3.00

**Description:**

This course introduces the skills necessary for meeting client's illustration needs in a variety of media appropriate to their context. Emphasis will be placed on developing the ability to draw real objects and real people while advancing a personal style. Students will be challenged to engage in visual research, thumbnailing and rendering, in order to present their ideas and concepts for their illustrations.

– ADG-S219 Computer Applications in Design

**Credits:**

3.00

**Description:**

In this course students will learn the industry-standard software applications used by graphic designers. Through a series of technical and design problems, students will learn how and when to use specific software to produce their solutions and prepare portfolio-quality design.

– ADG-S302 Italian Journal: Painting and Drawing On Paper

**Prerequisites:**

Instructor Permission

**Credits:**

3.00

**Description:**

This faculty-led study abroad course introduces the skills necessary for meeting clients' illustration needs in a variety of media appropriate to context. Florence, Italy and its environs will serve as the subject matter and catalyst in developing the ability to draw objects, i.e. architecture, people and landscape while advancing a personal style. Study will begin with a pre-departure journal/book binding workshop at Suffolk University and then to the outdoors in and around Florence, Italy, Tuscan hill towns and the Veneto, where students will explore basic illustration styles, methods and techniques. Specific locations may vary.

– ADG-S305 Conceptual Typography

**Prerequisites:**

Take ADG-S202

**Credits:**

3.00

**Description:**

This course is designed to build on core typography knowledge and further students' understanding of the conceptual possibilities of using type in design. Advanced typographic problems requiring the implementation of both traditional and alternative methods will facilitate a deeper exploration of modern communication issues including layered hierarchies, type in motion, typographic voice and illustration.

– ADG-S312 Packaging Design

**Prerequisites:**

ADG S201, ADG S206 and ADG S219 OR Instructor Permission.

**Credits:**

3.00

**Description:**

In this course, students will study the evolution and history of packaging design, discuss philosophies, learn industry terminology and examine contemporary designs. Using case studies, students will analyze the package design process from concept to production and over the course of the semester, develop a line of packaging and supporting marketing materials for one brand. Guest lectures and field trips will supplement readings and in-class discussions, which will address brand extension and consistency, packaging templates, professional procedures, product photography and printing.

– ADG-S326 Informing Design

**Credits:**

3.00

**Description:**

Informing Design will give you the visual presentation skills necessary to succeed in the "real world" by helping you communicate more clearly to clients, make your ideas visual and vibrantly persuasive, and to make facts and data more accessible and interesting for all. This course on visualization will teach you to see with your eyes and not with your mind. You will learn how design visualizes what is happening all around us on a daily basis. We are connected as never before at speeds that challenge any status quo, and better equipped to capture data and make sense of it all. In the same way the iPhone made photographers out of all of us, this course will help you discover the designer in you, no matter what your field of study. Come collaborate with us! This class is open to all majors.

– ADG-S328 Designing for the Greater Good

**Prerequisites:**

ADG S207 and ADG S219

**Credits:**

3.00

**Description:**

In this class, students will study contemporary models of inspiring change through branding, systems design, and product design, and explore how design can have an impact in raising awareness and funding for social, environmental, political, and health issues. Students will work on several integrated design campaigns projects focused in social innovation, design of community, connected to health, and environmental impact to learn how to identify the opportunities to inspire change through design, and how to leverage print, social media, new fundraising tools, and online resources to create a successful effort. Students will also explore successful case studies in cause-related design.

– ADG-S330 Motion Graphics

**Prerequisites:**

ADG S219 or Instructor Permission

**Credits:**

3.00

**Description:**

In this class, students will study contemporary models of inspiring change through branding, systems design, and product design, and explore how design can have an impact in raising awareness and funding for social, environmental, political, and health issues. Students will work on several integrated design campaigns projects focused in social innovation, design of community, connected to health, and environmental impact to learn how to identify the opportunities to inspire change through design, and how to leverage print, social media, new fundraising tools, and online resources to create a successful effort. Students will also explore successful case studies in cause-related design.

– ADG-S334 Publication Design

**Prerequisites:**

ADG S202 and ADG S207 and ADG S219 or Instructor's Consent.

**Credits:**

3.00

**Description:**

This course will focus on the skills necessary to create text-heavy. The goals of this course are three-fold: to further enhance the understanding of typography, to provide the skills and knowledge necessary to design publications for either a digital or print environment, and to integrate the students' own art and/or photography in their work.

– ADG-S340 Online Mobile Design

**Prerequisites:**

ADG S213 or Instructors Permission

**Credits:**

3.00

**Description:**

This course will cover the basics of web design and development technologies including the most up-to-date standards in coding and best practices. The objective is the development of advanced conceptual skills such as wire-framing, prototyping, usability testing, interactive philosophy, accessibility, project and content management. Students will learn industry-standard tools/frameworks and design practices for both online and mobile technologies. In addition students will end the course with enough knowledge to build a site, upload it and connect it to a domain of their choosing.

– ADG-S344 Graphic Design III

**Prerequisites:**

ADG S202, ADG S207, and ADG S219

**Credits:**

3.00

**Description:**

This continuation of Graphic Design I and II (ADG S206, 207) will concentrate on increasing sophistication in creative problem-solving abilities. Students will also develop an understanding of prepress terms and operations and the impact of technology on those operations. It will also provide the knowledge and skills necessary to enable students to make appropriate prepress decisions regarding more complex projects. Senior status preferred.

– ADG-S345 Graphic Design IV

**Prerequisites:**

ADG S344

**Credits:**

3.00

**Description:**

A continuation of the concepts and skills developed in Graphic Design III and their application to more complex, multi-pieced, in-depth projects including a final capstone project.

– ADG-S354 SL-Advanced Computer Applications

**Prerequisites:**

ADG S201, ADG S206, and ADG S219

**Credits:**

3.00

**Description:**

In this course, students meet community needs by engaging in service-learning outside the classroom. This course is designed to further explore software applications for specific and experimental effects. It aims to provide students with the knowledge and skills necessary to choose the appropriate software application and to execute the desired design, focusing on the design itself rather than on the limitations of computer programs. The course also focuses on solving the technical and production problems when preparing artwork electronically for printing. Students will use industry-standard software.

– ADG-S360 Branding & Identity Design

**Prerequisites:**

ADG S202 and ADG S207

**Credits:**

3.00

**Description:**

This course explores the issues of customer experience and contemporary branding used to identify, establish and promote the business community. Specific emphasis will be placed on the analysis and development of corporate identity systems including the development of logotypes, signage systems, environmental graphics, websites, advertising and appropriate collateral materials.

– ADG-S366 Environmental Graphic Design

**Prerequisites:**

ADG S202, ADG S207 and ADG S219

**Credits:**

3.00

**Description:**

A cross disciplinary course bringing together interior design students and graphic design students to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three dimensional graphic design projects within the built environment.

– ADG-S373 UX/UI Design

**Prerequisites:**

ADG S213 or Instructor Permission Laptop with software Adobe Xd &/or Sketch installed required

**Credits:**

3.00

**Description:**

UX, User Experience explores the process of enhanced customer satisfaction and loyalty through user-centered interactive design. Data research, prototyping, testing and project implementation are covered. Design-field best practices are



employed including typography, composition, and color theory to prepare students for their professional futures.

– ADG-S410 Thesis Studio

**Prerequisites:**

Senior BFA standing required.

**Credits:**

3.00

**Description:**

The Thesis Studio involves the application of previously learned studio skills in a detailed investigation of a design project relating to the student's intended professional area of specialization. Normally offered spring semester.

– ADG-S500 Graphic Design Directed Studio

**Prerequisites:**

Consent of Program Director required.

**Credits:**

1.00- 6.00

**Description:**

The student completes a directed studio project under the supervision of a graphic design faculty member. All Directed Studio request forms must be accompanied by a written proposal and schedule and must be approved by the faculty member, the Graphic Design Program Director, and the department Chair.

– ADG-S510 Graphic Design Independent Study

**Prerequisites:**

Consent of Program Director required.

**Credits:**

1.00- 6.00

**Description:**

In an Independent Studio/Study, the student works in an independent fashion, pursuing an area of study that is outside the scope of existing curricula. Independent Study Forms must be submitted to the CAS Dean's Office for approval in addition to the departmental for approval.

– ADG-S601 Basic Typography

**Prerequisites:**

ADF S151 or ADF S166

**Credits:**

3.00

**Description:**

This course will introduce students to the creative use of typography in the design process and will provide them with the skills and knowledge necessary to accurately specify and render type.

– ADG-S602 Computer Typography

**Prerequisites:**

ADG S201 OR ADG S601 AND ADG S219 OR ADG S619

**Credits:**

3.00

**Description:**

This advanced course focuses on the translation of the historical knowledge and hand skills learned in Basic Typography into a digital format. Students will learn how to produce quality typography, as well as experiment with and explore letterform design manipulation.

– ADG-S606 Graphic Design I

**Prerequisites:**

ADF S551 OR ADF S151 OR ADF S166

**Credits:**

3.00

**Description:**

Emphasizing the creative process from thumbnail to comprehensive, this course will also introduce the student to the language, tools, and techniques of the professional graphic designer. Attention will be paid to conceptualization, production and presentation in solving design problems. This course will expose the student to a series of assignments designed to show step-by-step problem solving from observation and research, to the incorporation of these findings into the design of communication vehicles.

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– ADG-S607 Graphic Design II

**Prerequisites:**

ADG S206 OR ADG S606 AND ADG S219 OR ADGS 619

**Credits:**

3.00

**Description:**

A continuation of the skills learned in Graphic Design I, involving projects that are broader in scope, more in-depth, and address societal issues.

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– ADG-S613 Web Design I

**Prerequisites:**

ADG S219 OR ADG S619

**Credits:**

3.00

**Description:**

This course will introduce basic web site design and creation skills to students in order to prepare them for more advanced study in Web Design II. The class will use a variety of industry standard software to design and create basic working websites. Students will learn HTML, XHTML and CSS. JavaScript, Flash and Action Scripting will be discussed and presented as supplemental tools. Information architecture, wire frames, interface design, user experience and web page layouts will be explored in depth. The history, societal context and future of new media will be discussed throughout the semester.

– ADG-S619 Computer Applications in Design

**Credits:**

3.00

**Description:**

In this course students will learn the major software applications used by graphic designers, such as Adobe Creative Suite: InDesign, Illustrator, and Photoshop. Through a series of problems, students will learn how and when to use specific software to produce their solutions and prepare portfolio-quality design. Intended for majors only. Normally offered Fall semester.

– ADG-S639 Master's Prep I

**Credits:**

3.00

**Description:**

This course is designed for Master's candidates selected by the program director. The focus of Master's Prep I is for students to develop comprehensive knowledge of the basic skills required of graphic designers. In this class students will complete a series of rapid-fire exercises including, but not limited to, the following: composition, color, understanding type and its application and story communication. Although conceptual thinking is not the primary focus of the course, at the end of each exercise, students will have the opportunity to reflect upon the conceptual thought processes involved in their assignments. The goal of Master's Prep I is to develop and ingrain these fundamental skills in design craft, enabling students to apply them to the projects throughout their graduation coursework.

– ADG-S644 Graphic Design III

**Prerequisites:**

ADI S602 OR ADI S202; ADG S607 OR ADG S207; ADG S619 OR ADG S219

**Credits:**

3.00

**Description:**

This continuation of Graphic Design I and II will concentrate on increasing sophistication in creative problem-solving abilities. The course will also develop a solid understanding of prepress terms and operations and the impact of technology on those operations. It will also provide the knowledge and skills necessary to enable students to make appropriate prepress decisions regarding more complex projects.

– ADG-S645 Graphic Design IV

**Prerequisites:**

ADG-S344 or ADG-S644

**Credits:**

3.00

**Description:**

A continuation of the concepts and skills developed in Graphic Design III and their application to more complex, multi-pieced, in-depth projects.

– ADG-S649 Master's Prep II

**Prerequisites:**

ADG S639 or instructor's permission

**Credits:**

3.00

**Description:**

This course is about discovering connections where one least expects them. It is about thinking as a journey into the unforeseen possibilities of sense and meaning. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking and turn them into their own methodologies: How things are relationships of meaning, how form is the power of the surface, how context is the stage for sense, how sense is revived by taking things apart, and finally how critical thinking beheads the dragon of ideological tyranny. To be able to play this game, students are expected to possess the craft learned in Master's Prep I and apply it intuitively. This course will make a

permanent mark on creative minds that don't need a muse to be free. Students will walk away knowing how to depend on their own thinking as a practical routine to tackle complex creative problems without the fear of being wrong.

– ADG-S654 Advanced Computer Applications

**Prerequisites:**

ADG S201 or ADG S601, ADG S202 or ADG S606, ADG S219 or ADG S619

**Credits:**

3.00

**Description:**

This course is designed to further explore software applications for specific and experimental effects. It aims to provide students with the knowledge and skills necessary to choose the appropriate software application and to execute the desired design, focusing on the design itself rather than on the limitations of the computer programs. The course also focuses on solving the technical and production problems when preparing artwork electronically for printing. Software applications include Adobe Creative Suite: InDesign, Illustrator, and Photoshop.

– ADG-S705 Conceptual Typography

**Prerequisites:**

instructor's consent required

**Credits:**

3.00

**Description:**

This course is designed to build on core typography knowledge and further students' understanding of the conceptual possibilities of using type in design. Advanced typographic problems requiring the implementation of both traditional and alternative methods will facilitate a deeper exploration of modern communication issues including layered hierarchies, type in motion, typographic voice and illustration.

– ADG-S712 Packaging Design

**Prerequisites:**

ADG S201 or ADG S601 AND ADG S206 or ADG S606 AND ADG S219 or ADG S619  
OR Instructor Permission.

**Credits:**

3.00

**Description:**

In this course, students will study the evolution and history of packaging design, discuss philosophies, learn industry terminology and examine contemporary designs. Using case studies, students will analyze the package design process from concept to production and over the course of the semester. Brand extension and consistency, packaging templates, professional procedures, product photography and printing will also be discussed.

– ADG-S728 Designing for the Greater Good

**Prerequisites:**

ADG-S607 AND ADG-S619;

**Credits:**

3.00

**Description:**

In this class, students will study contemporary models of inspiring change through branding, systems design, and product design, and explore how design can have an impact in raising awareness and funding for social, environmental, political, and health issues. Students will work on three integrated design campaigns projects focused in social innovation, design of community, connected to health, and environmental impact to learn how to identify the opportunities to inspire change through design, and how to leverage print, social media, new fundraising tools, and online resources to create a successful effort. Students will also explore successful case studies in cause-related design.

– ADG-S730 Motion Graphics

**Credits:**

3.00

**Description:**

This class will focus on learning and using specific software to create moving graphics that are geared toward being broadcast on television, web or film. Students will create time-based works such as title sequences, ads, and videos that they art direct. In the very near future, motion design will be a necessary skill for designers to compete in the marketplace. Motion design can be applied to many areas of graphic design from on-screen presentation to environmental design. During the class, students will build their motion design portfolio that will give them an edge above conventional print and web designers.

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– ADG-S734 Publication Design

**Prerequisites:**

ADG S601, ADG S607, and ADG S619

**Credits:**

3.00

**Description:**

This course will focus on the skills necessary to create publications such as books, magazines, annual reports and catalogs. The goals of this course are three-fold: to further enhance the understanding of typography in regard to publications, to provide the skills and knowledge necessary to design publications for either a print or digital environment, and to integrate the students' own art and/or photography in their work.

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– ADG-S740 Web Design II

**Prerequisites:**

ADG-S213 or ADG-S613;

**Credits:**

3.00

**Description:**

This course is intended as a continuation of the experience gained in Web Design I. The objective of the course is the development of advanced conceptual skills such as prototyping, usability testing, interactive philosophy, accessibility, project and content management. Students will further develop their professional multimedia



skills by working with HMTL, XHTML, CSS and other industry-standard tools. JavaScript will be discussed and we will use Flash for animation and video. Current techniques for distributions on mobile devices will be explored. Software that will be used during the class will include Dreamweaver, Flash, and other professional level software tools.

– ADG-S760 Corporate Design

**Prerequisites:**

ADG-S202 or ADG-S602; ADG-S207 or ADG-S607;

**Credits:**

3.00

**Description:**

This course explores the issues of contemporary branding used to identify, establish and promote the business community. Specific emphasis will be placed on the analysis and development of corporate identity systems including the development of logotypes, stationary, signage systems, marketing collateral/advertising/direct mail campaign development, environmental graphics, and websites . Normally offered fall semester.

– ADG-S766 Environmental Graphic Design

**Credits:**

3.00

**Description:**

A cross disciplinary course bringing together interior design students and graphic design students at the Masters level to collaborate on problem solving in the visual and built environments. In the studio, students will be exposed to design issues and problems, both experiential and graphic. Students will be working in teams bringing new insight to solutions for a variety of client/project types. Field trips to fabricators, professional firms and EGD sites will be included. This is a survey class designed to introduce students to ways of producing three-dimensional graphic design projects within the built environment.

– ADG-S773 UX/UI Design

**Prerequisites:**

Restricted to MA-Graphic Design students; Instructor consent required.

**Credits:**

3.00

**Description:**

UX, User Experience explores the process of enhanced customer satisfaction and loyalty through user-centered interactive design. Data research, prototyping, testing and project implementation are covered. Design-field best practices are employed including typography, composition, and color theory to prepare students for their professional futures.

– ADG-S807 The Now and Future of Graphic Design

**Prerequisites:**

Program Director Consent Required

**Credits:**

3.00

**Description:**

Comprehending the significance of the rapidly changing field of graphic design will be addressed through relationships, processes and technologies as evidenced in the work of contemporary visionaries from a broad array of individuals using design as a part of their field of interest. With the emergence of the Digital/Information age, the opportunities for being informed and the importance of engaging collaborative relationships will be analyzed and utilized with the goal of connecting with the vast extended community we occupy.

– ADG-S820 Graphic Design Graduate Studio I

**Credits:**

3.00

**Description:**

In this graduate studio, students will explore complex graphic design problems, particularly those requiring a multi-disciplinary approach. The goal of the course is to extend the student's viewpoint beyond simple one-dimensional solutions and to

encourage thoughtful and inventive design, and innovative problem-solving.

– ADG-S822 Graphic Design Graduate Studio II

**Prerequisites:**

ADG S820

**Credits:**

3.00

**Description:**

In this advanced-level studio, students will continue their exploration of the more complex graphic design projects begun in Graphic Design Graduate Studio I (ADG S820), with the emphasis on design problems requiring a multi-disciplinary approach. Students will be exposed to projects that encompass a broad variety of design circumstances, and they will be encouraged to guide clients to more inventive and unique solutions. Each project assigned has a student-generated component in its selected topic and scope. The formation of project details requires students to engage in considerable research prior to starting the application of design.

– ADG-S839 Masters Foundation I

**Credits:**

3.00

**Description:**

Developing and building an advanced comprehensive knowledge of fundamental skills in graphic design craft, enables students to apply them throughout their graduation coursework. Students will experience a series of rapid-fire exercises, including but not limited to, composition, color, understanding typography, and the application of the conceptual thought processes.

– ADG-S840 Thesis Research

**Credits:**

3.00

**Description:**

The Master's program in Graphic Design culminates in a thesis, an independent project based on an original idea designed and developed by the student in concert with a team of advisers. Thesis Research Studio requires the definition of a graphic design problem, research of case studies and visual works relevant to the thesis topic, and the creation of an outline for the thesis studio project. The class will culminate in the preparation of printed documentation, as well as an oral/visual presentation. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

– ADG-S842 Graphic Design Thesis Studio

**Prerequisites:**

ADG S840

**Credits:**

3.00

**Description:**

The Graphic Design Thesis is a focused independent project on a single original topic, developed by the student working in conjunction with a team of advisors. During this studio course students will test various formats for visualizing their thesis and will execute the design work necessary to realize their project. Emphasis will be placed on creative inquiry and the development of unique solutions that are conceptually strong and content rich. The final thesis will be comprised of the design project along with extensive written documentation. Students must demonstrate independence in relation to their own design process and the ability to realize a complex graphic design solution.

– ADG-S843 Thesis Studio Continuation

**Prerequisites:**

ADG 840

**Credits:**

1.00- 3.00

**Description:**

This course is a continuation of Graphic Design Thesis Studio ADG S842. If a student is unable to complete any phase of the Thesis sequence within a single semester and subsequently registers for a continuation of that phase, s/he may enroll for a combined total of no more than 3 credits of such continuations of that phase in order to complete the required coursework (Research, Studio or Documentation). These continuation courses may be taken for 1, 2, or 3 credits. The amount of in class/contact time will be reflected in the credit hours selected.

– ADG-S844 Graphic Design Thesis Documentation Studio

**Prerequisites:**

ADG S842

**Credits:**

3.00

**Description:**

This studio course represents the final phase of the thesis process. Having defined the design problem, completed the necessary research and finalized the design solution, the students will then document the process and project in written and visual form. Thesis documentation will consist of the visual manifestation of the design solution as well the professional level production of a printed, bound volume or other appropriate format in which the thesis project, research, and solution are presented in both text and images. All students are required to attend meetings outside of the scheduled class time for one on one instruction with their professor/adviser.

– ADG-S849 Masters Foundation II

**Credits:**

3.00

**Description:**

Discover connections where one least expects them. Through a series of exercises and assignments students will take on themes such as aesthetics, structure, context, deconstruction, and critical thinking while turning them into their own methodologies. Students will walk away knowing how to depend on their own thinking as a practical routine to tackle complex creative problems without the fear of being wrong.

– ADG-S900 Graphic Design Directed Studio

**Prerequisites:**

Program Directors consent required.

**Credits:**

1.00- 6.00

**Description:**

Students complete a Directed Studio project under the supervision of a full-time faculty member. All Directed Studio request forms must be accompanied by a written proposal and schedule, and must be approved by the faculty member, the Graduate Program Director and the Department Chair.

– ADG-S910 Graphic Design Directed Studio

**Prerequisites:**

Program Directors consent required

**Credits:**

1.00- 3.00

**Description:**

An independent Studio provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. Students work one-on-one with a full-time faculty member to realize a particular and well defined goal. Proposals for Independent Studios must be approved by the College of Arts & Sciences Dean's Office in advance of the semester during which the work will be completed.



# HEALTHCARE ADMINISTRATION (ARCHIVE 2018-2019)

- [Master of Healthcare Administration \(MHA\) Archive 2018-2019](#)
- [MBA with Healthcare Specialization Archive 2018-2019](#)
- [MPA Community Health Concentration Archive 2018-2019](#)
- [Graduate Certificate in Healthcare Management and Leadership Archive 2018-2019](#)
- [Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics Archive 2018-2019](#)

## Graduate Programs in Healthcare Administration

There are three healthcare administration programs: the Master of Healthcare Administration (MHA), the Master of Business Administration/Health (MBA/Health) specialized degree, and the Master of Public Administration (MPA) with a concentration in Community Health.

## Objectives for our Healthcare Administration Programs

Building on the missions of Suffolk University and the Sawyer Business School for delivering excellence in education, scholarship and research, the Healthcare Administration Programs—MHA, MBA/Health and MPA with a concentration in Community Health—provide powerful, innovative and enduring learning experiences for students aspiring to lead and manage healthcare organizations of compassion, quality, and value in the 21st Century.

The Healthcare Administration Programs are designed to nurture each student's potential as a healthcare leader and/or manager by engaging her or him in the key issues, challenges, opportunities and requirements for success in healthcare. Through cutting-edge academic and hands-on learning, students develop the analytic and strategic skills needed to transform organizations, build relationships, and strengthen organizational performance.

The curriculum is tailored to meet the unique needs of students who:

- Work in healthcare and seek to strengthen their knowledge and skills and advance their careers, or
- Have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter and succeed in the healthcare field.

## **Mission for our Master of Healthcare Administration Program**

The MHA Program educates and inspires current and future healthcare leaders and managers from our region, other parts of the United States and around the world. We enroll healthcare professionals who seek to strengthen their knowledge and skills and advance their careers, as well as individuals who have little or no training or experience in healthcare administration and seek education and opportunities that will enable them to enter and succeed in the healthcare field.

We prepare our students to skillfully and ethically lead healthcare organizations toward superior performance that yields better patient care, and improved population health and lower costs. The MHA is a broad-based degree: it prepares students for professional opportunities in not-for-profit, for-profit and public organizations representing a broad continuum of healthcare delivery, financing and regulation, from ambulatory and acute inpatient care to post-acute and long-term care, as well as in consulting and insurance organizations and public agencies. The MHA Program integrates theoretical and practical knowledge, taking advantage of our location amid Boston's world-class healthcare organizations to bring together the highest quality teaching, scholarship, research, mentoring and engagement in the healthcare community.

## **Vision for the Master of Healthcare Administration Program**

Suffolk University will have the pre-eminent MHA Program in the Northeastern United States, serving a diverse group of students who are committed to their professional development and success as well as to being change agents who are striving to improve the healthcare delivery system and the health of the population. Our MHA Program will take graduate education to new levels of performance and creativity by providing inspiring and innovative learning experiences in classrooms and in healthcare organizations, utilizing our talented faculty members as well as healthcare professionals serving as mentors and internship sponsors.



# Master of Healthcare Administration (MHA) Archive 2018-2019

The Master of Healthcare Administration Program is offered by the Healthcare Administration Department. The MHA is a broad-based degree that focuses exclusively on many diverse aspects of healthcare administration. Students are prepared for professional opportunities in not-for profit, for-profit, and public organizations representing a broad continuum of healthcare delivery, financing and regulation, from ambulatory and acute inpatient care to post-acute and long-term care, as well as in consulting and insurance organizations and public agencies. The MHA Program integrates theoretical and practical knowledge, taking advantage of our location amid Boston's world-class healthcare organizations to bring together the highest quality teaching, scholarship, research, mentoring, and engagement in the healthcare community.

## MHA Curriculum

The MHA curriculum focuses on the key issues, opportunities, challenges and requirements for success in healthcare administration.

## MHA Curriculum (Total credits required: 50)

### Required Introductory Courses (2 credits)

- HLTH-700 Introduction to Healthcare Programs and Profession

**Prerequisites:**

MHA students only

**Credits:**

1.00

**Description:**

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each

student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Core Courses (15 courses, 36 credits)

- HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

– HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-812 Applied Research Methods for Healthcare Management

**Credits:**

3.00

**Description:**

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

**– HLTH-816 Healthcare Human Resources Management****Prerequisites:**

TAKE HLTH 701

**Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its

implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

– HLTH-824 Healthcare Accounting

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

– HLTH-825 Legal Environment of Healthcare

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

– HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

– HLTH-835 Healthcare Marketing and Communication

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and



management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

## Required Capstone Course

– HLTH-890 Healthcare Strategic Management

**Prerequisites:**

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and action steps to address the issues. For the final project, each student develops a strategic

plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for "what to do next."

## **Required for Students without Professional Experience in the U.S. Healthcare System**

### **– HLTH-885 Healthcare Internship**

#### **Prerequisites:**

Take HLTH-701;

#### **Credits:**

0.00- 3.00

#### **Description:**

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 400 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

## **Electives (9 credits)**

MHA students must take a total of nine (9) credits in electives. This requirement may be fulfilled by either taking all nine (9) credits from the following list of Healthcare Administration Electives or by taking up to two (2) graduate-level courses, six (6) credits, from other programs in the Sawyer Business School, with the remaining credits from the Healthcare Administration Electives. Permission to take courses outside of the Healthcare

Administration Electives must be obtained from the chairperson of the Healthcare Administration Department.

## Healthcare Administration Electives

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-815 Ambulatory and Primary Care

**Prerequisites:**

HLTH 701

**Credits:**

3.00

**Description:**

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services ("APC") toward achieving the "Triple Aim" of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

– HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

**Prerequisites:**

Take HLTH-701 AND HLTH-831;

**Credits:**

3.00

**Description:**

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are:

creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1. Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2. Classify medical error and identify means to reduce risk and/or take effective corrective action. 3. Explore sense-making and its applicability to transformational change in healthcare quality. 4. Identify leadership strategies for establishing an organization-wide culture of safety. 5. Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6. Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7. Apply reliability principles to performance improvement in complex systems. 8. Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

– HLTH-842 Global Health

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens, governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

– HLTH-845 Big Data Analytics for Health and Healthcare

**Credits:**

3.00

**Description:**

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

– HLTHIB-870 Global Travel Seminar: Comparative Analysis of the Healthcare Systems in England and United States

**Prerequisites:**

HLTH-701; Restricted to MHA, MBA, or MPA students. Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

England, as part of the United Kingdom, has a nationalized healthcare system. Given that it leads the systems in other countries on many aspects of care delivery and health outcomes, there is an advantage for healthcare administrators and

policymakers in the U.S. to have exposure to this system for what they might learn and apply to improve our own healthcare system. Therefore, the purpose of this global travel seminar is to enable students to explore and answer one overarching question: What can we learn from the healthcare system in England that will enable us to better understand and make needed improvements to the healthcare system in the U.S.? At the macro level, students will learn about and analyze such features of the healthcare system in England as government ownership of healthcare delivery organizations, near-universal insurance coverage, allocation of resources according to national and regional budgets, and reforms to address serious quality and safety deficiencies. At the micro level, students will visit healthcare delivery organizations and meet with healthcare providers, managers and policy makers to get a close look at the realities of the healthcare system, including quality improvement and cost containment initiatives. By the end of this course, students will also understand how the healthcare system in England compares on key dimensions with the healthcare system in the U.S.

– HLTH-880 Directed Individual Study

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.00- 3.00

**Description:**

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

## Requirements to Earn the MHA Degree

All students must complete 50 credits as well as maintain a grade point average of 3.0 or better to earn the MHA degree, with the exception of students who are required to do an internship and therefore must complete 53 credits to earn the MHA degree.

## MHA Learning Goals and Objectives

**Learning Goals****Learning Objectives**

Develop and demonstrate broad-based understanding of the U.S. healthcare system, including its key components and their functions, as well as the forces and dynamics at play throughout the system.

(Systemic Understanding)

1. Understand the various players and their roles and goals in the U.S. healthcare system, including consumers, providers of care, biotechnology and pharmaceutical companies, insurers, policy makers, and government agencies.
2. Understand the many forces and dynamics at play, including key stakeholders and their agendas, as well as innovation, social determinants of health, the insurance and payment system, and the availability and accessibility of healthcare services.

Develop and demonstrate understanding of the principles, theories, and practice of business leadership in healthcare administration.

(Leadership)

1. Understand the principles and theories of business leadership and various leadership styles
2. Apply business leadership principles and styles to personal experiences and specific healthcare contexts and leadership challenges.
3. Assess one's own leadership competencies and style, engage in reflective practice related to this, and incorporate this self-assessment and reflection into one's own leadership development.
4. Prepare and begin implementing a personal leadership development plan for professional growth, including the integration of ethics into practice.



**Learning Goals****Learning Objectives**

Develop and demonstrate broad-based understanding of the operations and dynamics of healthcare organizations, as well as the skills to be effective leaders and managers.

(Management)

1. Understand the core business areas of healthcare organizations, including care delivery, organizational behavior, planning, accounting and finance, legal, quality and patient safety, information systems, human resources, marketing, data analytics and project management.
2. Understand key aspects of organizational design and function, including organizational structure, climate and culture, communication, and teamwork.
3. Identify, and suggest useful approaches to address leadership opportunities and challenges in healthcare organizations.

Develop and apply analytical and critical thinking skills to a wide range of situations in order to understand those situations and, as a result, take steps to address problems and enhance the efficiency, effectiveness and responsiveness of healthcare organizations.

(Analytical and Critical Thinking)

1. Understand different methods of analytical and critical thinking.
2. Identify specific problems, challenges and issues, and apply analytical and critical thinking to describe, analyze and understand them.
3. Generate alternatives to address the problems, challenges and issues, along with identify potential implications.

## Learning Goals

Develop and demonstrate understanding of and the ability to conduct internal and external assessments, identify key strategic and operational issues in a healthcare organization, and understand and develop strategies to address the issues.

(Strategic Orientation)

## Learning Objectives

1. Understand and apply the Trends, Assumptions, and Implications (TAI) methodology to the healthcare field.
2. Understand how to assess and present key attributes of a healthcare organization's internal and external environments – specifically, strengths, weaknesses, opportunities and threats/challenges.
3. Understand how to identify and present key strategic and operational issues facing a healthcare organization and how to develop, evaluate, and select strategies (goals, objectives, and implementation steps) to address those issues.

Verbal Communication: Demonstrate the ability to communicate effectively one on one, in small groups and in large groups, including delivering effective presentations.

1. Be able to use both inquiry and advocacy in conversations.
2. Develop a presentation with an appealing storyline and appropriate examples and supporting information.
3. Organize a presentation effectively, with a clearly defined beginning, middle and ending
4. Deliver a presentation with attention to volume, clarity, grammatical correctness and eye contact with the audience.
5. Use communication aids effectively, such as slides and videos.
6. Summarize the presentation.

**Learning Goals**

Written Communication: Demonstrate the ability to communicate effectively in various forms of writing, including short memos and longer thematic papers. (Communication and Engagement)

**Learning Objectives**

1. Develop a topic with appropriate supporting information.
2. Organize written communication logically and effectively.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling, grammar and punctuation.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.
7. Provide clear summary and conclusions.

## Learning Goals

Demonstrate the ability to identify the range of professional behaviors and behave in a professional manner in all situations, as well as demonstrate the ability to identify career goals and pursue suitable development activities to achieve the goals.  
(Professional Behavior)

## Learning Objectives

1. Exhibit professionalism in appearance, demeanor, competence, reliability, accountability and ethics Ethical behavior includes:
  - a. Identifying conflicts of interests and pressures that could lead to unethical conduct .
  - b. Understanding what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
  - c. Demonstrating the ability to identify and take into account the interests of different stakeholders.
  - d. Understanding how business strategies that facilitate “doing good” can be made consistent with profitability.
  - e. Understanding that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
  - f. Appreciating that ethical norms vary across different countries and cultures.
2. Develop regularly updated plans for career development that include both knowledge and skills enhancement as well as professional networking.

## Career Tracks

Healthcare is a growing industry with an expanding range of career paths, and the opportunities and challenges faced by healthcare organizations call for exceptional leaders and managers. Our graduates work in a variety of settings, including hospitals, academic medical centers, physician practices, ambulatory care centers, long-term care facilities, managed care and insurance companies, and healthcare consulting firms.

To learn more about careers in healthcare, please visit our [Careers](#) page.

## Advising

Students in the MHA Program are assigned an academic advisor who is a professor in the Healthcare Administration Department, and students are encouraged to discuss their academic and professional interests, goals and program of study with their advisor.

In addition, students with questions related to course selection and registration can contact the Healthcare Administration Department by phone at 617-305-1769 or by email.

## MBA with Healthcare Specialization Archive 2018-2019

The Master of Business Administration/Health (MBA/Health) is offered by the Sawyer Business School in collaboration with the Healthcare Administration Department. This specialized MBA degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, and strategic management. Roles in the healthcare industry include healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the healthcare industry.

The specialized healthcare administration portion of this degree must be completed in Boston.

### MBA/Health Curriculum

**Total Credits Required: 54-60**

### Contextualize: from Boston to the World (5 credits)

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up

with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

MBA Core courses may be waived.

### – MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

### – MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous

examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.



– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## **Understand Business Fundamentals (9 credits)**

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several

clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Healthcare Specialized Courses (15 credits)

### – HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

### – HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-816 Healthcare Human Resources Management

**Prerequisites:**

TAKE HLTH 701

**Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

## Healthcare Specialized Electives (6 credits)

## Construct the Big Picture (7 credits)

### – MBA-745 Contextualizing Values Based Decision Making.

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory

and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 credits)**

Must be taken as late in the program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **MPA Community Health Concentration Archive 2018-2019**

This Concentration focuses on preparing nonprofit and public service managers for positions in community healthcare, community advocacy organizations, and government health agencies to manage and lead in a dynamic and changing healthcare environment.

### **Required Course**

- HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.



Choose nine (9) credits worth of courses from this list:

– HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-824 Healthcare Accounting

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

– HLTH-825 Legal Environment of Healthcare

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

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– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

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– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824

and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

– HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-

based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

– HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

**Prerequisites:**

Take HLTH-701 AND HLTH-831;

**Credits:**

3.00

**Description:**

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1.Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2.Classify medical error and identify means to reduce risk and/or take effective corrective action. 3.Explore sense-making and its applicability to transformational change in healthcare quality. 4.Identify leadership strategies for establishing an organization-wide culture of safety. 5.Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6.Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7.Apply reliability principles to performance improvement in complex systems. 8.Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

– HLTH-838 Organizational Change in Healthcare

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

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– HLTH-840 Innovative and Strategic Management in Healthcare

**Prerequisites:**

HLTH 705 (or 701) and HLTH 707 (or 812)

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues facing the organization. Innovations in technology, products, practices, and organization, which are continuously reshaping healthcare, are among the most important issues. This course introduces students to these types of innovations, as part of the larger healthcare environment, and integrates them into the larger framework of strategic management of healthcare organizations. The course explores the essential elements of strategic management: systems thinking, strategic analysis, and strategy development and implementation. Using healthcare industry publications and provocative case studies, students conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and actions to address the issues and achieve success.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the



legal, structural, and operational issues that are particular to such organizations.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill a nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

Many of the Healthcare electives are 1.5 credits for the course. You must complete nine (9) credits of electives from this list to graduate with a concentration in Community Health.

# Graduate Certificate in Healthcare Management and Leadership Archive 2018-2019

## Curriculum

6 Courses

15 Credits

Program Length

9-16 months of part-time study

This 6-course graduate certificate is for individuals with little or no experience in U.S. healthcare. It is designed to give them an understanding of the U.S. healthcare system and a foundation in healthcare administration, including leadership and ethics, human resources management, accounting and finance. This program can be completed in two or three semesters, part-time.

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Healthcare Management and Leadership.

## Required Courses (15 credits)

Prerequisites must be met for any courses taken.

– [HLTH-701 Introduction to the U.S. Healthcare System](#)

**Credits:**

3.00

### **Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-816 Healthcare Human Resources Management

**Prerequisites:**

TAKE HLTH 701

**Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its

implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

– HLTH-824 Healthcare Accounting

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Students in the Graduate Certificates in Healthcare Management are assigned an advisor at the time of admission. Students are encouraged to discuss their academic and professional interests and goals with their academic advisor.

The Healthcare Administration Programs Office is also available to respond to any questions or concerns and may be reached by phone at 617-305-1769 or by email.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

### **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Healthcare Management and Leadership.

## **Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics Archive 2018-2019**

6 Courses

15 Credits

Program Length

9-16 months of part time study

This 6-course graduate certificate is for professionals with some experience in U.S. healthcare and is designed to give them a strong quantitative, operations and data analytics foundation for managing healthcare organizations. This program can be completed in two or three semesters, part-time.

## Required Courses (12 credits)

### – HLTH-812 Applied Research Methods for Healthcare Management

**Credits:**

3.00

**Description:**

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

### – HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and

effectiveness or services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.



– HLTH-845 Big Data Analytics for Health and Healthcare

**Credits:**

3.00

**Description:**

The American healthcare system is a paradox. It costs far more than any other country's system but often delivers less in terms of good health. Part of the problem is that its information infrastructure and use of data are not up to par with other industries or with the challenges it faces. The new science of analytics provides critical intelligence to produce innovative solutions through its use of data science, information technology, and deep knowledge of the sector. This course focuses on the three most promising areas of health analytics: business intelligence, community health, and behavior change. It draws upon the best analytics from within the health and healthcare sectors as well as from other sectors including banking, sports, politics, and retail. The classes, both in the classroom and online, include a mix of lectures, discussions, application labs, guest speakers, a field trip to a leading health technology firm, and a class project to work with a health organization to design an analytics solution. By the end of the course, students will have built competencies in obtaining information from multiple data sources, analyzing metrics, applying analytic tools, using systems thinking to frame and solve problems, evaluating the pros and cons of various analytics approaches, and creating solutions through the use of case narratives, use cases, and client presentations.

**Elective (3 credits)**

Choose one from the following:

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and

analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an

extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Students in Graduate Certificates in Healthcare Management are assigned an advisor at the time of admission. Students are encouraged to discuss their academic and professional interests and goals with their academic advisor.

The Healthcare Administration Programs Office is also available to respond to any questions or concerns and may be reached by phone at 617-305-1769 or by email.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Gainful Employment Disclosure for the Graduate Certificate in Healthcare Management: Performance Improvement and Data Analytics.



# INTERIOR ARCHITECTURE (ARCHIVE 2018-2019)

- [Master of Arts in Interior Architecture Archive 2018-2019](#)
- [Interior Architecture Graduate Courses Archive 2018-2019](#)
- [Foundation Courses Archive 2018-2019](#)

## Master of Arts in Interior Architecture Archive 2018-2019

The Master's in Interior Architecture is a CIDA-accredited first professional degree program. Candidates for the Master's degree must complete a course of study consisting of a maximum of 85 credits; up to 55 credits may be waived based on professional background and prior academic experience.

**Degree Requirements: 12-30 courses, 30-85 credits maximum**

### Leveling Courses

Candidates who have not completed an undergraduate program of study substantially equivalent to a BFA in Interior Design are required to complete leveling courses. The graduate program director evaluates the unique background of each student at the time of acceptance into the graduate program to determine the number and type of leveling courses that are required. Some students may be required to complete up to 55 credits of leveling courses; others will be able to waive some number of these leveling courses based on prior undergraduate experience and professional background. An additional 30 credits of graduate-level coursework is then required to earn the MAIA degree.

### Foundation Studies Leveling Courses (4 courses, 12 credits maximum)

Students complete or waive the following courses:

– ADF-S101 Foundation Drawing I

**Prerequisites:**

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings

**Credits:**

3.00

**Description:**

Observational drawing is a fundamental way of understanding and communicating visual experience. This course stresses the development and mastery of traditional drawing skills, concepts, and vocabulary, and employs a variety of techniques and materials. Fundamental principles are introduced in structured lessons and exercises, which are supplemented by related outside assignments. Subject matter may include still life, portraiture, and the clothed and unclothed human figure.

– ADF-S102 Foundation Drawing II

**Prerequisites:**

ADF S101 or Instructor approval; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S101). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the clothed and unclothed human figure provides exposure to gesture, structure and complex form. As students begin to develop a more sophisticated and personal approach, issues of expression and interpretation and varied subject matter will be explored, focusing on personal style and expression.

– ADF-S152 3-Dimensional Design

**Prerequisites:**

ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

An understanding of form is critical to the development of the professional artist or designer. This course focuses on the hands-on use of line, plane, and volume in space. The role of scale, proportion, structure, surface, light, and display are addressed as students create objects that activate space and engage the viewer. The course proceeds from work with simple forms and techniques to more challenging and comprehensive problems that employ a variety of media and approaches.

– ADF-S166 2D/Color**Prerequisites:**

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

The study of color and design is supportive of every studio discipline and is vital to the understanding of all visual media. This course emphasizes the basic concepts and practices of two-dimensional design and color theory. Students employ an intensive, hands-on approach as they explore and master the elements of design (including line, shape, and value) and the three fundamental properties of color (hue, value, and strength). These skills are used in the construction of formally cohesive compositions, the development of arresting images, and the communication of visual ideas.

**Interior Design Leveling Courses (14 courses, 43 credits maximum)**

Students complete or waive the following courses:

– ADI-S106 Interior Design Communications**Prerequisites:**

Take ADF-S101 ADI-S108 OR ADI-S205;

**Credits:**

3.00

**Description:**

Interior Design Communications teaches students how drawing media, observational drawing, perspective theory, color and design graphics can be integrated into the designer's process. In addition to exploring contrast, accent, reflection, shade and shadow, the course underscores the importance of freehand sketching as a tool to foster intellectual inquiry and convey design concepts to a wider audience. The course introduces students to manual and digital methods for composing work for conceptual expression, technical drawing presentation and portfolio purposes. Design comprises of a series of iterative steps where ideas, of increasing complexity, are conveyed with an increasing variety of visual tools. This course therefore introduces students to the techniques that designers employ in the process of creating interior spaces. Rather than merely illustrative devices, the course reveals how designers use drawings as tools. Like any tool, design communication requires practice and frequent application. The goal therefore, is to introduce a series of techniques that may be exercised in subsequent courses in order to convey ideas in studio and in design presentations.

– ADI-S107 Spatial Graphics

**Credits:**

3.00

**Description:**

Students will employ a range of computer programs used in the design industry. Exercises will introduce students to Building Information Modeling, vector graphics and raster file formats. 2D and 3D compositional and graphic principles will also be explored in order that students better understanding the importance of file hierarchies and the efficient organization of digital workflow. Import and Export functions will to enable students to work between applications in order to integrate images, drawings and vector graphics into their design presentations. Vector graphics will also be employed to generate 3D artifacts using digital fabrication tools.



– ADI-S110 Digital Orthographics

**Credits:**

3.00

**Description:**

This course will provide students with an understanding of orthographic principles and their importance to spatial thinking and design communication. Students will produce manual drawings in order to manipulate scale. Students will employ Computer Aided Drafting (CAD) software to create measured architectural plans, elevations and sections. The course will introduce students to file management skills and develop proficiency in using cloud based resources. Students will employ virtual workspaces to conduct work in, and out of class. Vector graphic software will also be used to compose work, manipulate technical drawings and illustrate plans and sections for portfolio use.

– ADI-S201 Interior Design Studio I

**Prerequisites:**

Take ADF-S152 and ADI-S110; Take ADI-S106 or ADI-S205; Take ADF-S143 or ADF-S166

**Credits:**

3.00

**Description:**

This studio introduces students to basic design principles, design theory and concept development. Emphasis will be placed on design process, problem solving, spatial organization, anthropometrics, universal design awareness, and presentation techniques. Students will be given a series of projects of increasing complexity, utilizing and building upon the skills developed in the Foundation courses. Students will be expected to produce process diagrams, plans, elevations, models, and finish boards.

– ADI-S202 Residential Design Studio

**Prerequisites:**

ADI S201 AND ADF S102

**Credits:**

3.00

**Description:**

This course addresses residential interior environments on a large scale. Students will develop client contact and programming skills. Emphasis will be placed on residential precedents, design process, human factors, accessibility, building codes, diagramming, spatial organization, detailing, presentation techniques, furnishings, finishes and lighting.

– ADI-S215 Human Factors & Universal Design

**Credits:**

3.00

**Description:**

In this course, students will explore how physiological and psychological factors inform the design of space. Students participate in a series of design challenges that explore topics such as anthropometrics, ergonomics, and proxemics. The seven principles of universal design will be examined through a sequence of "charrette" exercises. Students will solicit input from User-Experts and employ a more inclusive design process to develop equitable design solutions. In doing so, culture, gender, age, and physical ability will be identified as catalysts for creativity and innovation.

– ADI-223 History of Furniture & Architecture

**Credits:**

4.00

**Description:**

This course provides students with the skills to critically analyze historic styles and examine the impact they have had on design. Emphasis will be placed on chronological periods, from antiquity to the 21st century. By examining visual characteristics of each time period, the course reveals how geography, culture and societal values have shaped furniture and architecture for centuries. The course also introduces terminology germane to a study of contemporary furniture and architecture styles. Using the city of Boston as a reference point, students will explore issues of preservation, restoration, rehabilitation, and adaptive re-use in order to identify how the region's design landscape is adapting to environmental and social demands.

– ADI-234 History & Theory of Interior Architecture

**Prerequisites:**

Taken concurrently with ADI S201

**Credits:**

3.00

**Description:**

This course introduces students to the important individuals, ideas and issues that have shaped the direction of contemporary interior design practice in the twentieth century, building upon the historical foundation established by the Ideas of Western Art and History of Furniture and Architecture classes. Intermixing lectures and readings with visits to important local buildings, it discusses the influences of culture, technology, fashion and media upon the work and thinking of the first generation of modern designers, as well as emerging social, moral and environmental imperatives that will form the basis of future practice; cultural identity, interdisciplinary collaboration, sustainability and universal design.

– ADI-242 Interior Codes & Construction

**Prerequisites:**

Prerequisite: ADI S110 or S510.

**Credits:**

3.00

**Description:**

This course examines various interior construction assemblies of non-load-bearing walls, load-bearing walls, floors, stairs, elevators, fireplaces, ceilings, doors, interior windows, frames, millwork and fire-related construction. Emphasis will be placed on building codes including state, BOCA, Underwriters Laboratory, ASTM, state and federal accessibility codes and construction materials. Students will also be introduced to basic structural concepts and characteristics of structural materials.

– ADI-244 Interior Materials & Finishes

**Prerequisites:**

Intended for majors only

**Credits:**

3.00

**Description:**

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes used in interior installations. These materials include floor coverings, wall coverings, textiles, ceiling and sustainable materials. Related fire, health and safety codes, as well as maintenance and life cycle costs, will be discussed. Class material will be presented in the form of lectures, guest speakers and a tour of the Boston Design Center. Students will learn to analyze, select and specify materials and finishes for the appropriate applications, write specifications, and prepare a resource notebook.

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– ADI-254 Lighting

**Prerequisites:**

Prior drafting or CAD experience recommended

**Credits:**

3.00

**Description:**

This course introduces students to the art and technology of lighting and explores the use of lighting as a design element in the interior environment. Class material will be presented as a series of lectures, readings and demonstrations. Students will learn to analyze interior lighting installations, calculate lighting levels for interiors, select appropriate light fixtures and prepare a lighting plan based on one of their studio projects.

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– ADI-S264 Advanced Interior Design Communication

**Prerequisites:**

Take ADI-S106 and ADI-S110 (Required) Take ADF-S101 (Recommended)

**Credits:**

3.00

**Description:**

As a continuation of the Interior Design Communication course, students will develop proficiency in communicating aspects of the design process. These "process" skills include digital wireframe modeling and manual drawings enhanced by digital tools. Students will employ three-dimensional rendering software to enhance perspectives and create walk-through visualizations of their digital models. Movie editing software will be used to create multimedia presentations and students will learn to employ a variety of media formats for presenting their work.

– ADI-S304 Furniture and Detailing Studio

**Prerequisites:**

ADI S201, ADI S264

**Credits:**

3.00

**Description:**

This course introduces students to the design process as it applies to furniture, addressing furniture ergonomics, materials, construction techniques, manufacturing and design. Students will research selected topics, and design seating, work/service pieces and cabinetry. Emphasis will be placed on furniture precedents, research, design process, human factors, accessibility, detailing, documentation and presentation techniques.

– ADI-352 Environmental Systems

**Prerequisites:**

ADI 242

**Credits:**

3.00

**Description:**

This course studies mechanical, electrical, and plumbing technology and systems commonly employed in residential and commercial interiors. It will introduce students to the vocabulary, concepts and basic components of these fields of engineering. This will enable students to integrate these building systems in their design work and communicate ideas effectively with project engineers and contractors. The course will include commonly used heating, ventilating, air

conditioning, plumbing piping and fixtures, fire sprinklers, electrical supply and distribution, smoke detection and fire alarm systems. Related mechanical, electrical and plumbing codes will also be discussed.

## Interior Architecture Requirements (12 courses, 30 credits)

### – ADI-706 Graduate Portfolio

**Credits:**

3.00

**Description:**

This course provides students with the opportunity to compose a professional folio as well as prepare their Thesis process studies for the final exit portfolio review. Students will address key elements of portfolio content. Through in-class demonstrations and hands-on exercises, students explore mock up, layout and compositional techniques. In addition to composing their final Thesis studies, students will employ more advanced concepts pertinent to the composition and printing of multi-page documents.

### – ADI-808 3-Dimensional Color Theory

**Prerequisites:**

Take ADI-S847 concurrently (Required) Take ADI-S202 (Recommended)

**Credits:**

1.00

**Description:**

The lecture component of this course will explore color's influence on the physiological and psychological disposition of human beings. In-class discussions and short exercises will provide students with hands-on exploration of these concepts in relation to their Thesis Studio project. In doing so elements of color theory will be made relevant to each participants own work. Terminologies pertinent to color theory will be explored in context to their use in the built environment.

— ADI-840 Thesis Research

**Prerequisites:**

ADI-S372 OR ADI-S772; Open to graduate students only

**Credits:**

3.00

**Description:**

Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, then program the project, select a site, and begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis of design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and justification. Graduate candidates must earn a grade of B- or better in ADI 840, inclusive of any continuation courses, in order to proceed to ADI S842.

— ADI-S842 Interior Design Thesis Studio

**Prerequisites:**

Take ADI-S372 OR ADI-S772;ADI 840

**Credits:**

3.00

**Description:**

Comprised an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design, design development and a final thesis presentation. Students must demonstrate an understanding of the historical, technological and aesthetic parameters of interior architecture and design. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Students unable to successfully complete the design development review will be required to enroll in the subsequent Thesis Studio Continuation. Open to graduate students only.

– ADI-844 Thesis Documentation

**Prerequisites:**

ADI S842 Open to graduate students only

**Credits:**

3.00

**Description:**

This course represents the final phase of the thesis process and constitutes the conclusion of the Master's program sequence. Having defined the design problem, and completed the research and design portions, the student will then document the project in written and visual form. The components will include construction documents and specifications, as well as a book in which the thesis proposal and results are composed in both text and images. The MAID thesis document serves as an exposition of the process and nature of the thesis program and ultimately serves as a resource of interior design research for the greater design community. Open to graduate students only.

– ADI-S847 Digital Visualization

**Prerequisites:**

Take ADI-808 concurrently (Required) Take ADI-S264 (Recommended)

**Credits:**

2.00

**Description:**

This course provides a platform for developing computer generated rendering skills pertinent to the Thesis Studio projects. Demonstrations and assignments will enable students to build upon familiar orthographic and perspective rendering techniques. Participants will employ new software and examine add-ons to more familiar digital tools. In doing so, students will enhance their ability to represent materiality, reflectivity, illumination, shade and shadow.

– ADI-849 Entrepreneurship With Internship

**Credits:**

3.00



**Description:**

This course will cover the business aspects of interior design, including firm management, client and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will explore career planning practices and consider the importance of independent entrepreneurship. Strategies for creating physical and online portfolios will be covered along with resume composition. Participants will gain exposure to a variety of professional design and advocacy groups. Students will also participate in network and interviewing sessions with design professionals. Although students may complete the required internship hours prior to taking this course, every participant will systematically analyze their experiences of practice, characterizing the business models within which they have worked.

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– ADI-851 Style, Culture, & Theory

**Prerequisites:**

Take ADI-S853 concurrently (Required) Take ADI-S202 (Recommended)

**Credits:**

1.00

**Description:**

Students will learn how style culture and theory influence, or inform, the adaptation of buildings. Students evaluate two sites and establish criteria for determining the capacity of each to accommodate a new program of use. Students identify existing documentation for these buildings and create a weighting system to compare and contrast the two. Lectures, readings and research exercises enable students to assess geographic, environmental and technological conditions of each site and depict these conditions in a variety of maps and diagrams.

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– ADI-S852 Urban Ecology Studio: The Workplace

**Prerequisites:**

Take ADI-S202 (Recommended)

**Credits:**

3.00

**Description:**

This studio focuses on the design of work environments. The course will explore the history of the workplace and the social, economic and cultural factors that will shape our relationship to work in the future. Students will develop research, programming and planning skills unique to these environments. In doing so students will consider how workplaces integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting.

– ADI-S853 Advanced Lighting Studies

**Prerequisites:**

Take ADI-851 concurrently

**Credits:**

2.00

**Description:**

This course enables students to apply advanced technical information, and creative approaches, to lighting design. Students will study natural and artificial lighting techniques and consider the ways in which both impact the human experience of space. Color, lamp source, measurement methods, and lighting control systems will be addressed. Students will apply these topics to a studio exercise in order to better understand how site and planning constraints inform the designers lighting strategy.

– ADI-S854 Design Documentation

**Credits:**

3.00

**Description:**

Building on the curriculum of Digital Orthographics, students will gain a more in-depth knowledge of computer aided design and building information modeling software. Students will employ new and familiar computer programs to draft, organize and compile a set of construction drawings. The course requires students to manage more complex layers of information and develop strategies for managing their work virtually.

– ADI-S855 Urban Ecology Studio: Living Systems

**Prerequisites:**

Take ADI-S852

**Credits:**

3.00

**Description:**

This studio focuses on the design of environments for health and wellness. The course will conduct research into existing precedents in order to understand the social, economic and cultural factors that shape the way we design for human wellbeing. Students will develop research, programming and planning for a multi-faceted facility. In doing so students will consider how health and wellness integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting. Students will explore the physiology of the human being and consider how complex systems can be addressed at a human and architectural scale. Using the city of Boston as a platform for inquiry students will engage with a variety of stakeholders to better understand this evolving field of inquiry.

## **Thesis**

The Master's program culminates with the completion of the master's thesis, an original interior architecture project that focuses on selected aspects of design theory and aesthetics. Thesis Research (ADI-840), Thesis Design (ADI-S842), and Thesis Documentation (ADI-844) are intended as the final three courses in the Master's program curriculum sequence. Successful completion of Thesis Research is a prerequisite for enrollment in Thesis Design and successful completion of this course is a prerequisite for Thesis Documentation.

## **Portfolio Review and Thesis Exhibition**

Master's candidates who need to complete leveling coursework will be subject to the same policies regarding regularly scheduled portfolio reviews as undergraduate students. Master's students are required to complete an exit portfolio review and participate in the Graduate Student Exhibition.

Note: The letter "S" preceding a course number indicates a studio course. A studio fee is assessed for all studio courses.

## Interior Architecture Learning Goals & Objectives

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

### Learning Goals

Students should...

Gain comprehensive knowledge of design theory, history, communication and design skills, sustainable and socially responsible design.

Gain career oriented education.

Demonstrate problem solving.

Demonstrate critical reflection, independent inquiry, and imaginative interdisciplinary design solutions.

### Learning Objectives

*Students should be able to...*

- Have a foundation in the fundamental of art and design; theories of design, sustainable design and human behavior and discipline related history
- Understand and apply the knowledge, skills, processes, and theories of interior design
- Demonstrate the ability to communicate design ideas effectively
- Develop the attitudes, traits, and values of professional responsibility, accountability, and effectiveness
- Design within the context of the building systems
- Use appropriate materials and products
- Foster creativity and innovation in their work
- Apply the laws, codes, regulations, standards and practices that protect the health, safety and welfare of the public

## Interior Architecture Graduate Courses Archive 2018-2019

– ADI-01 Introduction to Interior Design & Decoration

**Credits:**

2.00

**Description:**

This elective course is designed to aid students in determining whether to pursue a career in interior design and decorating. Through both lectures and studio work, students will be shown basic drafting and graphic communication techniques used in presentation of visual ideas, as well as various elements of interior composition, such as space planning, color, furniture, finish and material selection. The final project will be suitable for inclusion in a portfolio. Normally offered each semester.

– ADI-221 History of Furniture & Architecture I

**Credits:**

4.00

**Description:**

The goal of this course is the enhancement of the student's critical comprehension of historic styles and the impact they have on contemporary design solutions. The survey begins with the Egyptian period and provides an overview of the history of furniture and architecture through the mid-1700s, including ancient Greece and Rome, the Gothic and Renaissance, Baroque and Rococo periods. Emphasis will be placed on chronological periods, the visual characteristics of each style including regional idiosyncrasies, and the terminology germane to a study of furniture and architecture.

– ADI-222 History of Furniture & Architecture II

**Prerequisites:**

ADI 221

**Credits:**

4.00

**Description:**

A continuation of History of Furniture & Architecture I, this course will extend the investigation of furniture and architecture into the 20th century, while addressing issues concerning preservation, restoration, rehabilitation, and adaptive re-use.

Drawing on the vast resources of the city of Boston and its environs, students will become actively involved in stylistic progression, local living history, and the benefits of preserving our past for future generations. Field trips will include visits to restored Federal, Victorian and Contemporary venues.

– ADI-223 History of Furniture & Architecture

**Credits:**

4.00

**Description:**

This course provides students with the skills to critically analyze historic styles and examine the impact they have had on design. Emphasis will be placed on chronological periods, from antiquity to the 21st century. By examining visual characteristics of each time period, the course reveals how geography, culture and societal values have shaped furniture and architecture for centuries. The course also introduces terminology germane to a study of contemporary furniture and architecture styles. Using the city of Boston as a reference point, students will explore issues of preservation, restoration, rehabilitation, and adaptive re-use in order to identify how the region's design landscape is adapting to environmental and social demands.

– ADI-234 History & Theory of Interior Architecture

**Prerequisites:**

Taken concurrently with ADI S201

**Credits:**

3.00

**Description:**

This course introduces students to the important individuals, ideas and issues that have shaped the direction of contemporary interior design practice in the twentieth century, building upon the historical foundation established by the Ideas of Western Art and History of Furniture and Architecture classes. Intermixing lectures and readings with visits to important local buildings, it discusses the influences of culture, technology, fashion and media upon the work and thinking of the first

generation of modern designers, as well as emerging social, moral and environmental imperatives that will form the basis of future practice; cultural identity, interdisciplinary collaboration, sustainability and universal design.

– ADI-242 Interior Codes & Construction

**Prerequisites:**

Prerequisite: ADI S110 or S510.

**Credits:**

3.00

**Description:**

This course examines various interior construction assemblies of non-load-bearing walls, load-bearing walls, floors, stairs, elevators, fireplaces, ceilings, doors, interior windows, frames, millwork and fire-related construction. Emphasis will be placed on building codes including state, BOCA, Underwriters Laboratory, ASTM, state and federal accessibility codes and construction materials. Students will also be introduced to basic structural concepts and characteristics of structural materials.

– ADI-244 Interior Materials & Finishes

**Prerequisites:**

Intended for majors only

**Credits:**

3.00

**Description:**

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes used in interior installations. These materials include floor coverings, wall coverings, textiles, ceiling and sustainable materials. Related fire, health and safety codes, as well as maintenance and life cycle costs, will be discussed. Class material will be presented in the form of lectures, guest speakers and a tour of the Boston Design Center. Students will learn to analyze, select and specify materials and finishes for the appropriate applications, write specifications, and prepare a resource notebook.

– ADI-254 Lighting

**Prerequisites:**

Prior drafting or CAD experience recommended

**Credits:**

3.00

**Description:**

This course introduces students to the art and technology of lighting and explores the use of lighting as a design element in the interior environment. Class material will be presented as a series of lectures, readings and demonstrations. Students will learn to analyze interior lighting installations, calculate lighting levels for interiors, select appropriate light fixtures and prepare a lighting plan based on one of their studio projects.

– ADI-306 Portfolio

**Prerequisites:**

Senior Status

**Credits:**

3.00

**Description:**

This course employs manual and digital skills to develop a professional portfolio. Students will investigate key components of portfolio content and consider how existing graphic skills can be employed to demonstrate ideas creatively and substantively. Through hands-on mock up and layout techniques students compare and contrast different presentation formats in advance of digital composition. Students will also explore methods for documenting and archiving their own work. In addition to presenting final work, students will also explore ways to present research, schematic analysis and precedent investigations.

– ADI-352 Environmental Systems

**Prerequisites:**

ADI 242

**Credits:**



**3.00****Description:**

This course studies mechanical, electrical, and plumbing technology and systems commonly employed in residential and commercial interiors. It will introduce students to the vocabulary, concepts and basic components of these fields of engineering. This will enable students to integrate these building systems in their design work and communicate ideas effectively with project engineers and contractors. The course will include commonly used heating, ventilating, air conditioning, plumbing piping and fixtures, fire sprinklers, electrical supply and distribution, smoke detection and fire alarm systems. Related mechanical, electrical and plumbing codes will also be discussed.

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– ADI-384 Interiors Marketing & Contracts

**Prerequisites:**

ADI-S201; Intended for majors only

**Credits:**

3.00

**Description:**

This course will cover the business aspects of interior design, including firm management, client, and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will be exposed to career planning practices, such as portfolio development, resume preparation and interviewing techniques. Tours of architectural and interior design firms will also be included.

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– ADI-390 Marketing, Contracts, & Internship

**Prerequisites:**

Take ADI-S201

**Credits:**

4.00

**Description:**

This course covers the business aspects of interior design, including firm management, client, and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will be exposed to career planning practices, such as portfolio development, resume preparation and interviewing techniques. Tours of architectural and interior design firms will also be included. Students may complete the required internship hours during or prior to taking this course. In the final stage of the class each participant will systematically analyze their experience of practice. They will compare and contrast the business models within which they have worked and present these to their peers.

– ADI-398 Senior Programming & Pre-Design

**Prerequisites:**

ADI S201, ADI S202, ADI S303, ADI S304, ADI S372

**Credits:**

3.00

**Description:**

This course is designed to be the first part of the BFA Senior Studio in Interior Design. The senior ID project is intended as the culmination of the interior design studio sequence. It is an individual effort, supported by the studio faculty, that is inclusive of the entire design process from the programming phase through final design and documentation. The objective of part one, Senior Programming & Pre-Design, is for individual students to research, develop, and draft a program document which will guide their design work in part two, Senior Studio. Students will explore the possible project types and precedents, select and develop a client profile and program, and research and analyze an architectural site. Written and graphic analysis tools will be employed. The preliminary conceptual (pre-design) phase of work is also introduced.

– ADI-400 Interior Design Internship

**Prerequisites:**

ADI S202 and ADI S303; senior BFA standing required. This course fulfills the Expanded Classroom Requirement

**Credits:**

3.00

**Description:**

With the assistance of the faculty advisor, each student will identify an appropriate internship site with a local interior design firm. All interns are required to complete 120 hours of work/study within the semester, working a minimum of 8 hours per week under the direction of a qualified Interior Designer. Interns are expected to contribute to the host firm at a high level of design interaction. All interns will meet bi-weekly with the faculty advisor. The classroom seminars will reinforce new skills, share learning experiences, and answer questions or concerns. A firm site visit, production of firm profile, and participation in a professional organization are required within the seminar.

– ADI-500 Interior Design Directed Study

**Prerequisites:**

Consent of Program Director required.

**Credits:**

1.00- 6.00

**Description:**

Directed Study/Studio allows students to pursue an in-depth research project in an area of particular interest, directed by a qualified faculty member. Available every semester.

– ADI-510 Undergraduate Independent Study

**Prerequisites:**

An independent study form must be submitted to the CAS Dean's Office.

**Credits:**

3.00

**Description:**

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. The student will work on a one-on-one basis with a full time faculty member to realize a particular and well-defined goal. All proposals for Independent Study must be approved by the Dean's Office in advance of the beginning of the semester during which the work will be completed.

– ADI-621 History of Furniture & Architecture I

**Credits:**

3.00

**Description:**

The goal of this course is the enhancement of the student's critical comprehension of historic styles and the impact they have on contemporary design solutions. The survey begins with the Egyptian period and provides an overview of the history of furniture and architecture through the mid-1700s, including ancient Greece and Rome, the Gothic and Renaissance, Baroque and Rococo periods. Emphasis will be placed on chronological periods, the visual characteristics of each style including regional idiosyncrasies, and the terminology germane to a study of furniture and architecture.

– ADI-622 History of Furniture & Architecture II

**Prerequisites:**

ADI 221 or ADI 621.

**Credits:**

3.00

**Description:**

A continuation of History of Furniture & Architecture I, this course will extend the investigation of furniture and architecture into the 20th century, while addressing issues concerning preservation, restoration, rehabilitation, and adaptive re-use. Drawing on the vast resources of the city of Boston and its environs, students will become actively involved in stylistic progression, local living history, and the benefits of preserving our past for future generations. Field trips will include visits to restored Federal, Victorian and Contemporary venues.

– ADI-642 Interior Codes & Construction

**Prerequisites:**

Prerequisite: ADI S110 or S510

**Credits:**

3.00

**Description:**

This course examines various interior construction assemblies of non-load-bearing walls, load-bearing walls, floors, stairs, elevators, fireplaces, ceilings, doors, interior windows, frames, millwork and fire-related construction. Emphasis will be placed on building codes including state, BOCA, Underwriters Laboratory, ASTM, state and federal accessibility codes and construction materials. Students will also be introduced to basic structural concepts and characteristics of structural materials.

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– ADI-644 Interior Materials & Finishes

**Prerequisites:**

Intended for majors only

**Credits:**

3.00

**Description:**

Students will study the visual qualities, technical characteristics and applications of the common materials and finishes used in interior installations. These materials include floor coverings, wall coverings, textiles, ceiling and sustainable materials. Related fire, health and safety codes, as well as maintenance and life cycle costs, will be discussed. Class material will be presented in the form of lectures, guest speakers and a tour of the Boston Design Center. Students will learn to analyze, select and specify materials and finishes for the appropriate applications, write specifications, and prepare a resource notebook.

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– ADI-652 Environmental Systems

**Prerequisites:**

ADI 242 or ADI 642.

**Credits:**

3.00

**Description:**

This course studies mechanical, electrical, and plumbing technology and systems commonly employed in residential and commercial interiors. It will introduce students to the vocabulary, concepts and basic components of these fields of engineering. This will enable students to integrate these building systems in their

design work and communicate ideas effectively with project engineers and contractors. The course will include commonly used heating, ventilating, air conditioning, plumbing piping and fixtures, fire sprinklers, electrical supply and distribution, smoke detection and fire alarm systems. Related mechanical, electrical and plumbing codes will also be discussed.

– ADI-654 Lighting.

**Prerequisites:**

Prior drafting or CAD experience recommended

**Credits:**

3.00

**Description:**

This course introduces students to the art and technology of lighting and explores the use of lighting as a design element in the interior environment. Class material will be presented as a series of lectures, readings and demonstrations. Students will learn to analyze interior lighting installations, calculate lighting levels for interiors, select appropriate light fixtures and prepare a lighting plan based on one of their studio projects.

– ADI-700 Interior Design Graduate Internship

**Prerequisites:**

ADI S202 OR S602 AND ADI S303 OR S603

**Credits:**

3.00

**Description:**

With the assistance of the faculty advisor, each student will identify an appropriate internship site with a local interior design firm. All interns are required to complete 150 hours of work/study within the semester, working a minimum of 8 hours per week under the direction of a qualified Interior Designer. Interns are expected to contribute to the host firm at a high level of design interaction. All interns will meet bi-weekly with the faculty advisor. The classroom seminars will reinforce new skills,

share learning experiences, and answer questions or concerns. A firm site visit, production of firm profile, and participation in a professional organization are required within the seminar.

– ADI-702 Professional Practicum

**Credits:**

0.00

**Description:**

A supervised practical work experience with observation, participation, and assistance coordinated with a design professional (i.e., interior architect, interior designer, architect, developer etc.) The practicum requires completion of a minimum of 150 hours of work/study within the semester, working a minimum of 8 hours per week. Formal arrangements for practicums must be made with, and approved by, the graduate program director. Upon completion of the practicum, students must provide the graduate program director with a work experience waiver from the employer. Professional Practicum work does not earn academic credit and therefore may not be used in lieu of credits required for degree completion.

– ADI-706 Graduate Portfolio

**Credits:**

3.00

**Description:**

This course provides students with the opportunity to compose a professional folio as well as prepare their Thesis process studies for the final exit portfolio review. Students will address key elements of portfolio content. Through in-class demonstrations and hands-on exercises, students explore mock up, layout and compositional techniques. In addition to composing their final Thesis studies, students will employ more advanced concepts pertinent to the composition and printing of multi-page documents.

– ADI-713 Advanced 3-Dimensional Color

**Prerequisites:**

ADF S143 or ADF S543

**Credits:**

3.00

**Description:**

In this course the student will explore three-dimensional aspects of color theory, including psychology, depth perception, and spatial context. Design elements of light, space, unity, and balance will be covered through lectures, in-class demonstrations, and class exercises. Criteria for color use, including contrast and harmony, will be explored for each application, with emphasis on each student's area of specialization. Open to graduate students only.

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– ADI-784 Interiors Marketing & Contracts

**Prerequisites:**

ADI S201 or ADI S601 Intended for majors only

**Credits:**

3.00

**Description:**

This course will cover the business aspects of interior design, including management, client, and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will be exposed to career planning practices, such as portfolio development, resume preparation, and interviewing techniques. Tour of architectural and interior design firms will also be included.

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– ADI-808 3-Dimensional Color Theory

**Prerequisites:**

Take ADI-S847 concurrently (Required) Take ADI-S202 (Recommended)

**Credits:**

1.00

**Description:**

The lecture component of this course will explore color's influence on the physiological and psychological disposition of human beings. In-class discussions and short exercises will provide students with hands-on exploration of these



concepts in relation to their Thesis Studio project. In doing so elements of color theory will be made relevant to each participants own work. Terminologies pertinent to color theory will be explored in context to their use in the built environment.

– ADI-835 History & Theory of Interior Architecture

**Prerequisites:**

ADI 621 OR ADI 221 AND ADI 222 OR ADI 622

**Credits:**

3.00

**Description:**

Much like the history of art, the history of interior design encompasses numerous styles, movements, and individual artistic contributions. It also reflects the influence of international, political, and social developments. A basic understanding of this history is important for the professional designer who often looks to the past for inspiration. This class will involve a study of historical interiors, styles and theory from several different viewpoints, examining their inherent qualities and contributions in order to better understand what constitutes a sense of place in the interior. Beginning with the Shaker movement and proceeding through the 20th century, the class will look at specific buildings, styles, movements, products, and materials that came to influence the interior space. Open to graduate students only.

– ADI-840 Thesis Research

**Prerequisites:**

ADI-S372 OR ADI-S772; Open to graduate students only

**Credits:**

3.00

**Description:**

Students are expected to identify a thesis topic, conduct research, interpret it abstractly, identify an appropriate design vehicle that will prove the thesis, then program the project, select a site, and begin pre-schematic design. The course is conducted in seminar format and is dedicated to self-directed independent research. Students learn research techniques, fact finding, scholarly writing

conventions, and information organization, and are exposed to philosophical arguments that attempt to establish rules of language regarding design and art. Aesthetic theory, research, abstraction and programming are addressed as the basis of design. During class discussions, close attention is given to the construction of a thesis, preparation of its argument, and justification. Graduate candidates must earn a grade of B- or better in ADI 840, inclusive of any continuation courses, in order to proceed to ADI S842.

– ADI-841 Thesis Research Continuation

**Prerequisites:**

Take ADI-S372 OR ADI-S772; Open to graduate students only

**Credits:**

1.00- 3.00

**Description:**

Continuation is intended for students who the Thesis Research faculty has determined are in need of additional research work prior to enrollment in ADI S842. Credit amounts can vary depending on research progress and will be determined by the Thesis faculty and the Program Director. Students are limited to a maximum of 3 credits of research continuation.

– ADI-844 Thesis Documentation

**Prerequisites:**

ADI S842 Open to graduate students only

**Credits:**

3.00

**Description:**

This course represents the final phase of the thesis process and constitutes the conclusion of the Master's program sequence. Having defined the design problem, and completed the research and design portions, the student will then document the project in written and visual form. The components will include construction documents and specifications, as well as a book in which the thesis proposal and results are composed in both text and images. The MAID thesis document serves as

an exposition of the process and nature of the thesis program and ultimately serves as a resource of interior design research for the greater design community. Open to graduate students only.

– ADI-845 Thesis Documentation Continuation

**Prerequisites:**

ADI S842 Open to graduate students only

**Credits:**

1.00- 3.00

**Description:**

This course represents the final phase of the thesis process and constitutes the conclusion of the Master's program sequence. Having defined the design problem, and completed the research and design portions, the student will then document the project in written and visual form. The components will include construction documents and specifications, as well as a book in which the thesis proposal and results are composed in both text and images. The MAID thesis document serves as an exposition of the process and nature of the thesis program and ultimately serves as a resource of interior design research for the greater design community. Open to graduate students only.

– ADI-849 Entrepreneurship With Internship

**Credits:**

3.00

**Description:**

This course will cover the business aspects of interior design, including firm management, client and contractor relationships, project management, proposal writing, and market resourcing. In addition, students will explore career planning practices and consider the importance of independent entrepreneurship. Strategies for creating physical and online portfolios will be covered along with resume composition. Participants will gain exposure to a variety of professional design and advocacy groups. Students will also participate in network and interviewing sessions with design professionals. Although students may complete the required

internship hours prior to taking this course, every participant will systematically analyze their experiences of practice, characterizing the business models within which they have worked.

– ADI-851 Style, Culture, & Theory

**Prerequisites:**

Take ADI-S853 concurrently (Required) Take ADI-S202 (Recommended)

**Credits:**

1.00

**Description:**

Students will learn how style culture and theory influence, or inform, the adaptation of buildings. Students evaluate two sites and establish criteria for determining the capacity of each to accommodate a new program of use. Students identify existing documentation for these buildings and create a weighting system to compare and contrast the two. Lectures, readings and research exercises enable students to assess geographic, environmental and technological conditions of each site and depict these conditions in a variety of maps and diagrams.

– ADI-900 Interior Design Graduate Directed Study

**Prerequisites:**

Open to graduate students only. Consent of Program Director required.

**Credits:**

1.00- 6.00

**Description:**

Directed study allows students to pursue an in-depth research project in an area of particular interest, directed by a qualified graduate faculty member. Program Director and Chairman consent required. Open to graduate students only. Normally offered each semester.

– ADI-910 Interior Design Independent St

**Prerequisites:**

Approval of Program Director and NESADSU Chairman

**Credits:**

1.00- 6.00

**Description:**

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. The student will work on a one-on-one basis with a full time faculty member to realize a particular and well defined goal. All proposals for Independent Study must be approved by the Dean's Office in advance of the beginning of the semester during which the work will be completed.

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– ADI-S106 Interior Design Communications

**Prerequisites:**

Take ADF-S101 ADI-S108 OR ADI-S205;

**Credits:**

3.00

**Description:**

Interior Design Communications teaches students how drawing media, observational drawing, perspective theory, color and design graphics can be integrated into the designer's process. In addition to exploring contrast, accent, reflection, shade and shadow, the course underscores the importance of freehand sketching as a tool to foster intellectual inquiry and convey design concepts to a wider audience. The course introduces students to manual and digital methods for composing work for conceptual expression, technical drawing presentation and portfolio purposes. Design comprises of a series of iterative steps where ideas, of increasing complexity, are conveyed with an increasing variety of visual tools. This course therefore introduces students to the techniques that designers employ in the process of creating interior spaces. Rather than merely illustrative devices, the course reveals how designers use drawings as tools. Like any tool, design communication requires practice and frequent application. The goal therefore, is to introduce a series of techniques that may be exercised in subsequent courses in order to convey ideas in studio and in design presentations.

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– ADI-S107 Spatial Graphics

**Credits:**

3.00

**Description:**

Students will employ a range of computer programs used in the design industry. Exercises will introduce students to Building Information Modeling, vector graphics and raster file formats. 2D and 3D compositional and graphic principles will also be explored in order that students better understanding the importance of file hierarchies and the efficient organization of digital workflow. Import and Export functions will to enable students to work between applications in order to integrate images, drawings and vector graphics into their design presentations. Vector graphics will also be employed to generate 3D artifacts using digital fabrication tools.

– ADI-S108 Perspective Principles

**Prerequisites:**

Prior or concurrent drawing experience

**Credits:**

3.00

**Description:**

This course introduces students to the systems of perspective developed during the Renaissance as a means of creating the illusion of 3-dimensional space on a 2-dimensional surface. Using 1-, 2-, and 3-point perspective, students will learn to effectively represent space. Basic drafting techniques and architectural scale are introduced. Both free-hand sketching and technical drawing methods will be emphasized. Manipulation of drawing through computerized scanning and digital photography included.

– ADI-S110 Digital Orthographics

**Credits:**

3.00

**Description:**

This course will provide students with an understanding of orthographic principles and their importance to spatial thinking and design communication. Students will produce manual drawings in order to manipulate scale. Students will employ Computer Aided Drafting (CAD) software to create measured architectural plans, elevations and sections. The course will introduce students to file management skills and develop proficiency in using cloud based resources. Students will employ

virtual workspaces to conduct work in, and out of class. Vector graphic software will also be used to compose work, manipulate technical drawings and illustrate plans and sections for portfolio use.

– ADI-S201 Interior Design Studio I

**Prerequisites:**

Take ADF-S152 and ADI-S110; Take ADI-S106 or ADI-S205; Take ADF-S143 or ADF-S166

**Credits:**

3.00

**Description:**

This studio introduces students to basic design principles, design theory and concept development. Emphasis will be placed on design process, problem solving, spatial organization, anthropometrics, universal design awareness, and presentation techniques. Students will be given a series of projects of increasing complexity, utilizing and building upon the skills developed in the Foundation courses. Students will be expected to produce process diagrams, plans, elevations, models, and finish boards.

– ADI-S202 Residential Design Studio

**Prerequisites:**

ADI S201 AND ADF S102

**Credits:**

3.00

**Description:**

This course addresses residential interior environments on a large scale. Students will develop client contact and programming skills. Emphasis will be placed on residential precedents, design process, human factors, accessibility, building codes, diagramming, spatial organization, detailing, presentation techniques, furnishings, finishes and lighting.

– ADI-S215 Human Factors & Universal Design

**Credits:**

3.00

**Description:**

In this course, students will explore how physiological and psychological factors inform the design of space. Students participate in a series of design challenges that explore topics such as anthropometrics, ergonomics, and proxemics. The seven principles of universal design will be examined through a sequence of "charrette" exercises. Students will solicit input from User-Experts and employ a more inclusive design process to develop equitable design solutions. In doing so, culture, gender, age, and physical ability will be identified as catalysts for creativity and innovation.

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– ADI-S264 Advanced Interior Design Communication

**Prerequisites:**

Take ADI-S106 and ADI-S110 (Required) Take ADF-S101 (Recommended)

**Credits:**

3.00

**Description:**

As a continuation of the Interior Design Communication course, students will develop proficiency in communicating aspects of the design process. These "process" skills include digital wireframe modeling and manual drawings enhanced by digital tools. Students will employ three-dimensional rendering software to enhance perspectives and create walk-through visualizations of their digital models. Movie editing software will be used to create multimedia presentations and students will learn to employ a variety of media formats for presenting their work.

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– ADI-S303 Contract Design Studio I

**Prerequisites:**

ADF S102, ADI S201, ADI 242, ADI 244, ADI S264

**Credits:**

3.00

**Description:**



This commercial design studio focuses on the design of work environments. Students will develop programming and space planning skills unique to these environments through a series of small- to medium-sized projects. Emphasis will be placed on commercial precedents, programming, design process, human factors, building codes, ADA, spatial organization, detailing, presentation techniques, office furniture systems, equipment, finishes, and lighting.

– ADI-S304 Furniture and Detailing Studio

**Prerequisites:**

ADI S201, ADI S264

**Credits:**

3.00

**Description:**

This course introduces students to the design process as it applies to furniture, addressing furniture ergonomics, materials, construction techniques, manufacturing and design. Students will research selected topics, and design seating, work/service pieces and cabinetry. Emphasis will be placed on furniture precedents, research, design process, human factors, accessibility, detailing, documentation and presentation techniques.

– ADI-S305 Contract Design Studio II

**Prerequisites:**

ADI S202, ADI 223, ADI S110

**Credits:**

3.00

**Description:**

This studio focuses on adaptive re-use and renovation of commercial interiors with attention given to historical buildings in the Boston area. Emphasis on creative problem-solving methods and a philosophical approach to medium- and large-scale hospitality and retail design projects. Students will be required to incorporate the skills and knowledge gained throughout their studies to create a comprehensive project, including presentation drawings, models, material and furniture boards, and a set of construction documents and specifications.

– ADI-S372 Construction Documents

**Prerequisites:**

ADI S110 AND ADI S201

**Credits:**

3.00

**Description:**

Building on the curriculum of Orthogonal Drawing, this course will explore in more detail the features of CAD and BIM software. Programs will be used as tools to draft, organize, and produce a set of construction documents. Students will complete a full set of contract documents.

– ADI-S401 Senior Studio

**Prerequisites:**

ADI S201, ADI S202, ADI S303, ADI S304, ADI S305, ADI S372 AND ADI 398

**Credits:**

3.00

**Description:**

This studio course completes the undergraduate studio sequence in Interior Design. This final design studio emphasizes individual competence with respect to the total design process. Students will utilize the research and programming document produced in ADI 398, Senior Programming & Pre-Design, to develop a comprehensive design solution for their individual studio problem through schematics, design development, presentation drawings and specifications.

– ADI-S500 Interior Design Directed Studio

**Credits:**

1.00- 6.00

**Description:**

The student completes a directed study project, either studio (ADI S500) or non-studio (ADI 500), under the supervision of an interior design faculty member.

Please see "Directed Study" elsewhere in this catalog for details. All independent

study projects must be approved by the individual faculty member, the Interior Design Program Director and the NESADSU Chairman. Available each semester.

– ADI-S506 Interior Design Communications

**Prerequisites:**

ADF S101 or ADF S501; and ADI S108 or ADI S508 or ADI S205

**Credits:**

3.00

**Description:**

Interior Design Communications teaches students how drawing media, observational drawing, perspective theory, color and design graphics can be integrated into the designer's process. In addition to exploring contrast, accent, reflection, shade and shadow, the course underscores the importance of freehand sketching as a tool to foster intellectual inquiry and convey design concepts to a wider audience. The course introduces students to manual and digital methods for composing work for presentation and portfolio purposes.

– ADI-S508 Perspective Principles

**Prerequisites:**

Prior or concurrent drawing experience

**Credits:**

3.00

**Description:**

This course introduces students to the systems of perspective developed during the Renaissance as a means of creating the illusion of 3-dimensional space on a 2-dimensional surface. Using 1-, 2-, and 3-point perspective, students will learn to effectively render the illusion of space. Students will learn a variety of creative architectural drawing techniques using various media, and both free-hand sketching and technical rendering methods will be emphasized.

– ADI-S510 Digital Orthographics

**Prerequisites:**

Take ADI-S108 or ADI-S508 OR ADI-S205;

**Credits:**

3.00

**Description:**

To make ideas become reality, designers must create drawings that accurately communicate the finished project. This course will enable the student to produce 2-dimensional drawings that accurately depict the length, width, breadth, and height of the interior space, object, or project. Students will acquire the skills necessary for measured plans, elevations, and sections as well as isometric and axonometric drawing types. Both hand drafting and digital drawing techniques (CAD) will be included. Projects will be organized in increasing complexity as skills are mastered.

– ADI-S601 Interior Design Studio I

**Prerequisites:**

Take ADF S552 and ADI S510; Take ADF S543 or ADF S166; Take ADI S506 or ADI S205

**Credits:**

3.00

**Description:**

This studio introduces students to basic design principles, design theory and concept development. Emphasis will be placed on design process, problem solving, spatial organization, anthropometrics, universal design awareness, and presentation techniques. Students will be given a series of projects of increasing complexity, utilizing and building upon the skills developed in the Foundation courses. Students will be expected to produce process diagrams, plans, elevations, models, and finish boards.

– ADI-S602 Residential Design Studio

**Prerequisites:**

ADI S201 or ADI S601 AND ADF S102 OR ADF S502

**Credits:**

3.00

**Description:**

This course addresses residential interior environments on a large scale. Students will develop client contact and programming skills. Emphasis will be placed on residential precedents, design process, human factors, accessibility, building codes, diagramming, spatial organization, detailing, presentation techniques, furnishings, finishes and lighting.

– ADI-S603 Contract Design I

**Prerequisites:**

ADF S102 or S502, ADI S201 or S601, ADI 242 or 642, and ADI S264 or S664

**Credits:**

3.00

**Description:**

This commercial design studio focuses on the design of work environments. Students will develop programming and space planning skills unique to these environments through a series of small- to medium-sized projects. Emphasis will be placed on commercial precedents, programming, design process, human factors, building codes, ADA, spatial organization, detailing, presentation techniques, office furniture systems, equipment, finishes and lighting.

– ADI-S604 Furniture & Detailing Studio

**Prerequisites:**

ADI S201 or S601 and ADI S264 or S664.

**Credits:**

3.00

**Description:**

This course introduces students to the design process as it applies to furniture, addressing furniture ergonomics, materials, construction techniques, manufacturing and design. Students will research selected topics, and design seating, work/service pieces and cabinetry. Emphasis will be placed on furniture precedents, research, the design process, human factors, accessibility, detailing, documentation and presentation techniques.

– ADI-S605 Contract Design Studio II

**Prerequisites:**

ADI S202 or ADI S602 and ADI S303 or ADI S603 and ADI 221 or ADI 621 and ADI 222 or ADI 622 AND ADI S110 OR ADI S510.

**Credits:**

3.00

**Description:**

This studio focuses on adaptive re-use and renovation of commercial interiors with attention given to historical buildings in the Boston area. Emphasis on creative problem-solving methods and a philosophical approach to medium- and large-scale hospitality and retail design projects. Students will be required to incorporate the skills and knowledge gained throughout their studies to create a comprehensive project, including presentation drawings, models, material and furniture boards, and a set of construction documents and specifications.

– ADI-S664 Advanced Interior Design Communications

**Prerequisites:**

ADI S110 or ADI S510.

**Credits:**

3.00

**Description:**

This course is designed to advance and reinforce presentation techniques and graphic technical skills introduced in Interior Design Communications. Students will continue to develop their proficiency in free hand sketching, rendering and perspective, and will learn various three-dimensional rendering software and other digital imaging techniques.

– ADI-S772 Construction Documents

**Prerequisites:**

ADI S110 or ADI S510, ADI S201 or ADI S601

**Credits:**

3.00

**Description:**

Building on the curriculum of Orthogonal Drawing, this course will explore in more detail the features of CAD and BIM software. Programs will be used as tools to draft, organize, and produce a set of construction documents. Students will complete a full set of contract documents.

– ADI-S805 Form Study & Model Making

**Prerequisites:**

ADF S151 OR ADF S551

**Credits:**

3.00

**Description:**

This studio course is dedicated to the study of form in the three dimensions: length, breadth, and depth. Students will explore form at a conceptual level that will translate in future studios as it is applied to the built environment. They will look at the role of scale, light, texture, negative space, and proportion, as well as thematic and structural relationships in the creation of forms.

– ADI-S810 Advanced Lighting Design Studio

**Prerequisites:**

ADI S201 OR S601, ADI S202 OR S602, ADI S303 OR S603 AND ADI 254 or ADI 654, Take ADI-S372 OR ADI-S772;

**Credits:**

3.00

**Description:**

Advanced Lighting Design Studio applies technical and creative theories about lighting design. The class will look at natural and artificial systems of light and the ways in which they impact the experience of inner space. Specifically, color, lamp source, measurement methods, and control will be addressed. Lighting will be explored as an extension of aesthetic intent. Open to graduate students only.

– ADI-S815 Human Factors & Universal Design

**Prerequisites:**

ADI S202 or ADI S602 and ADI 242 or ADI 642 and ADI S303 or ADI S603 and ADI S304 or ADI S604 and ADI S305 or ADI S605 and ADI 352 or ADI 652. Take ADI-S372 OR ADI-S772; Open to graduate students only

**Credits:**

3.00

**Description:**

The physiology and psychology of the client/user is one of the main factors influencing the design of the environment. This studio will present design problems that explore issues of ergonomics and proxemics as they apply to interior design. Universal design, design that creates accessibility, will be the context for the studio design problem(s). Discussions will cover the following: interaction of environment and the user's culture, genre, stage of life cycle, and physical capabilities. Open to graduate students only.

– ADI-S820 Advanced Materials & Methods Studio

**Prerequisites:**

ADI 242/642, ADI 244/644, ADI S303/S603, ADI S305/S605, and ADI 352/652. Take ADI-S372 OR ADI-S772; Open to graduate students only.

**Credits:**

3.00

**Description:**

This studio provides students with a more sophisticated understanding of structural and constructional issues and their impact on the design and planning of interior environments. The studio studies the influence of choices of materials on methods of construction and detailing, requiring students to identify and resolve construction-related issues by putting together a set of detailed construction drawings. Students sketch and analyze the works of prominent designers, and conduct precedent and market research to locate and specify materials, products, and technical information. Open to graduate students only.

– ADI-S830 3-D Visualization Studio

**Prerequisites:**



ADI S372/S772. Open to graduate students only.

**Credits:**

3.00

**Description:**

This course will develop a student's ability to visualize their designs through a digital medium. Software such as AutoCAD, 3D Studio Viz R3, and Photoshop will be the vehicles used to produce a series of images and animation sequences to illustrate students' designs. This class is lab intensive.

– ADI-S837 Sustainable Design

**Prerequisites:**

TAKE ADI-S602, ADI-642, ADI-S603, ADI-S604, ADI-S605 ADI-652 AND ADI-S772;

**Credits:**

3.00

**Description:**

The design community, along with society as a whole, has become aware that a new, more "bio-friendly" approach to design must be taken if we are to stop polluting our earth, wasting energy and resources, and jeopardizing our own health and that of other species. Design firms are therefore being looked to for expertise in these areas, and educated designers must be conversant with both the design strategies and building technologies associated with environmentally responsible structures and spaces. This studio course is designed to acquaint students with the implementation strategies for such design, through a series of lectures, case studies, and projects.

– ADI-S842 Interior Design Thesis Studio

**Prerequisites:**

Take ADI-S372 OR ADI-S772;ADI 840

**Credits:**

3.00

**Description:**

Comprised an independent project executed by each student working with a team of advisors. Realization of the thesis project includes schematic design, design development and a final thesis presentation. Students must demonstrate an understanding of the historical, technological and aesthetic parameters of interior architecture and design. Students must demonstrate independence in relationship to their own design process and ability to realize an interior design project. Students unable to successfully complete the design development review will be required to enroll in the subsequent Thesis Studio Continuation. Open to graduate students only.

– ADI-S843 Thesis Studio Continuation

**Prerequisites:**

Take ADI-S372 OR ADI-S772;ADI 840

**Credits:**

1.00- 3.00

**Description:**

Continuation is intended for students who the Thesis Studio faculty has determined are in need of additional thesis studio work prior to enrollment in ADI 844. Credit amounts can vary depending on studio progress and will be determined by the Thesis faculty and Program Director. Students are limited to a maximum of 3 credits of studio continuation.

– ADI-S847 Digital Visualization

**Prerequisites:**

Take ADI-808 concurrently (Required) Take ADI-S264 (Recommended)

**Credits:**

2.00

**Description:**

This course provides a platform for developing computer generated rendering skills pertinent to the Thesis Studio projects. Demonstrations and assignments will enable students to build upon familiar orthographic and perspective rendering techniques.

Participants will employ new software and examine add-ons to more familiar digital tools. In doing so, students will enhance their ability to represent materiality, reflectivity, illumination, shade and shadow.

– ADI-S852 Urban Ecology Studio: The Workplace

**Prerequisites:**

Take ADI-S202 (Recommended)

**Credits:**

3.00

**Description:**

This studio focuses on the design of work environments. The course will explore the history of the workplace and the social, economic and cultural factors that will shape our relationship to work in the future. Students will develop research, programming and planning skills unique to these environments. In doing so students will consider how workplaces integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting.

– ADI-S853 Advanced Lighting Studies

**Prerequisites:**

Take ADI-851 concurrently

**Credits:**

2.00

**Description:**

This course enables students to apply advanced technical information, and creative approaches, to lighting design. Students will study natural and artificial lighting techniques and consider the ways in which both impact the human experience of space. Color, lamp source, measurement methods, and lighting control systems will be addressed. Students will apply these topics to a studio exercise in order to better understand how site and planning constraints inform the designers lighting strategy.

– ADI-S854 Design Documentation

**Credits:**

3.00

**Description:**

Building on the curriculum of Digital Orthographics, students will gain a more in-depth knowledge of computer aided design and building information modeling software. Students will employ new and familiar computer programs to draft, organize and compile a set of construction drawings. The course requires students to manage more complex layers of information and develop strategies for managing their work virtually.

– ADI-S855 Urban Ecology Studio: Living Systems

**Prerequisites:**

Take ADI-S852

**Credits:**

3.00

**Description:**

This studio focuses on the design of environments for health and wellness. The course will conduct research into existing precedents in order to understand the social, economic and cultural factors that shape the way we design for human wellbeing. Students will develop research, programming and planning for a multi-faceted facility. In doing so students will consider how health and wellness integrate human factors, building codes, accessibility and regulatory requirements through spatial organization, detailing, furnishing systems, equipment, finishes, and lighting. Students will explore the physiology of the human being and consider how complex systems can be addressed at a human and architectural scale. Using the city of Boston as a platform for inquiry students will engage with a variety of stakeholders to better understand this evolving field of inquiry.

– ADI-S900 Interior Design Directed Studio

**Prerequisites:**

Approval of Program Director and NESADSU Chairman

**Credits:**

1.00- 6.00

**Description:**

Directed study/studio allows students to pursue an in-depth research project in an area of particular interest, directed by a qualified graduate faculty member. Open to graduate students only. Normally offered each semester.

– ADI-S910 Interior Design Ind Study

**Prerequisites:**

Approval of Program Director and NESADSU Chairman

**Credits:**

1.00- 3.00

**Description:**

An Independent Study provides the student with the opportunity to examine an issue of interest that falls outside the parameters of the existing curricula. The student will work on a one-on-one basis with a full time faculty member to realize a particular and well defined goal. All proposals for Independent Study must be approved by the Dean's Office in advance of the beginning of the semester during which the work will be completed.

## Foundation Courses Archive 2018-2019

– ADF-110 Discovering Boston's Art and Design

**Credits:**

2.00

**Description:**

Explore, investigate and savor Boston's rich variety of visual art and design with Professor Brown, New England School of Art & Design Program Director and practicing multi-media artist, as your guide. Visit museums, galleries and artists' studios and meet professional designers in their work spaces. Exercise your own creativity too, with fun cell phone photo tours of the Boston waterfront and the

Italian North End and Beacon Hill neighborhoods. Throughout the course, you will create a visual journal in collage to record your own unique experiences in Boston's world of art and design. A studio fee of \$40 applies. This course does not fulfill core requirements.

– ADF-S101 Foundation Drawing I

**Prerequisites:**

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings

**Credits:**

3.00

**Description:**

Observational drawing is a fundamental way of understanding and communicating visual experience. This course stresses the development and mastery of traditional drawing skills, concepts, and vocabulary, and employs a variety of techniques and materials. Fundamental principles are introduced in structured lessons and exercises, which are supplemented by related outside assignments. Subject matter may include still life, portraiture, and the clothed and unclothed human figure.

– ADF-S102 Foundation Drawing II

**Prerequisites:**

ADF S101 or Instructor approval; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

This course will refine the basic visual skills developed in Foundation Drawing I (ADF S101). The elements of color and mixed media are introduced to expand technical possibilities, while more intensive work with the clothed and unclothed human figure provides exposure to gesture, structure and complex form. As students begin to develop a more sophisticated and personal approach, issues of expression and interpretation and varied subject matter will be explored, focusing on personal style and expression.

– ADF-S123 Painting

**Prerequisites:**

ADF S101, ADF S166

**Credits:**

3.00

**Description:**

In this introductory course, students will learn to accurately perceive relationships of shape, form, color and value, and to translate that information through the medium of paint. In a series of in-class and outside projects on canvas, prepared paper and panel, students will explore various approaches to the use of acrylic and oil paint. Emphasis will be placed on the development of disciplined technical skills as well as the exploration of painting's potential as a medium of communication and creative visual expression.

– ADF-S152 3-Dimensional Design

**Prerequisites:**

ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

An understanding of form is critical to the development of the professional artist or designer. This course focuses on the hands-on use of line, plane, and volume in space. The role of scale, proportion, structure, surface, light, and display are addressed as students create objects that activate space and engage the viewer. The course proceeds from work with simple forms and techniques to more challenging and comprehensive problems that employ a variety of media and approaches.

– ADF-S156 Imaging

**Prerequisites:**

ADF S166; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

Digital visual image generation and modification, especially when combined with traditional hand techniques, are essential skills for artists and designers of the 21st century. This course introduces techniques of image capture, manipulation and output. Weekly and longer-length assignments will address creative and innovative idea generation using these approaches.

– ADF-S166 2D/Color

**Prerequisites:**

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

The study of color and design is supportive of every studio discipline and is vital to the understanding of all visual media. This course emphasizes the basic concepts and practices of two-dimensional design and color theory. Students employ an intensive, hands-on approach as they explore and master the elements of design (including line, shape, and value) and the three fundamental properties of color (hue, value, and strength). These skills are used in the construction of formally cohesive compositions, the development of arresting images, and the communication of visual ideas.

– ADF-S171 CI: Integrated Studio 1

**Prerequisites:**

Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**



3.00

**Description:**

This cross-disciplinary course will integrate the ideas and practices of two-dimensional design, color and drawing emphasis will be placed on understanding the creative process, exploring concepts and developing research skills. Students will undertake individual and collaborative projects in three spaces; the studio classroom, the digital world and the city at large.

– ADF-S172 CI: Integrated Studio II

**Prerequisites:**

ADF S101; Non-majors interesting in taking art and design courses for elective credit should refer to offerings under the ART course listings.

**Credits:**

3.00

**Description:**

This course builds on the Integrated Studio 1 experience: synthesizing fundamental visual ideas. IS 2 investigates the construction, documentation, and transformation of volumetric form, environmental space, and time. Projects will explore narrative strategies and the creation of immersive experiences. Students will develop critical and analytical skills while employing a range of traditional and digital media as they explore the creative boundaries of the classroom studio, the city of Boston, and virtual space.

– ARH-101 Art History I

**Credits:**

4.00

**Description:**

Surveys the art of Western civilization from prehistoric caves to medieval cathedrals. Considers works from the Ancient Near East, Ancient Egypt, Ancient Greece and Rome, the Byzantine Era, the Romanesque Period, and the Gothic Period in their historical contexts. Introduces students to formal analysis, iconography, and critical thinking.

– ARH-102 Art History II

**Credits:**

4.00

**Description:**

Surveys the art of Europe and America from the Renaissance to the present. Considers work of painting, sculpture, and architecture from periods such as the Renaissance, the Baroque, the Rococo, Neoclassicism, Romanticism, Impressionism, Abstract Impressionism, and Post-Modernism in their historical contexts. Introduces students to formal analysis, iconography, and critical thinking.

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# MANAGEMENT STUDIES (ARCHIVE 2018-2019)

- Master of Management Studies Archive 2018-2019

## Master of Management Studies Archive 2018-2019

### Curriculum

11 Courses

31 Credits

Program Length

9-12 months full-time study

20-24 months part-time study

### Required Introductory Course (1 credit)

Must be taken in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

#### Credits:

1.00

#### Description:

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Prerequisite Courses (6 credits)

Must be taken prior to capstone.

### – MGT-610 Organizational Behavior

**Prerequisites:**

MBA Students may not register for this course.

**Credits:**

3.00

**Description:**

Students use various lenses and theories, case studies, and experiential exercises to explore human behavior within firms at three levels: the individual, the group, and the organization. This includes understanding employee and management attitudes, motives, and behaviors as they relate to workplace concepts such as leadership, motivation, power, perceptions, group dynamics, communication, culture, and decision-making.

### – MGES-803 Think Like a Leader

**Credits:**

3.00

**Description:**

Do you have the confidence and business acumen to identify credible solutions and make persuasive arguments to gain the support of business stakeholders? What is your ability to see through the chaos of business problems and utilize a vision to identify real solutions to real organizations? How do we address the role of humans in a rapidly advancing technological world? Students pull together resources, information and ideas from a multitude of sources to create outcomes that have impact. Creativity and innovation skills are essential in this process to face the new reality of a rapidly changing world. By leveraging the creative mindset and building business knowledge, you will develop the tools necessary to utilize the creative mindset into actionable business solutions. You will identify, research and analyze problems more clearly, apply techniques to brainstorm uninhibited alternatives, and persuade audiences on innovative, business solutions. In the process, you will

broaden your business terminology, increase your confidence and persuasiveness, and understand the value of business in leading innovation in an era of significant global change. Cannot be used towards the entrepreneurship concentration.

## Core Courses (18 credits)

### – MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

### – MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

– MGOB-841 Bldg Inclusive Organizations

**Credits:**

3.00

**Description:**

Matters related to diversity and inclusion are increasingly salient to business, impacting companies' mission, brand, talent management strategies, and performance. In this class, we will learn about common dynamics that occur in diverse groups and organizations; explore the power of inclusion and the challenges to leveraging it; discuss relevant current events, their impact on business, and business' responses to them; and study best practices for building diverse and inclusive companies.

– MGOB-855 Conflict & Negotiation

**Credits:**

3.00

**Description:**

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

– MGOB-860 Leadership and Team Building

**Prerequisites:**

MBA Students not eligible for this course.

**Credits:**

3.00

**Description:**

This course takes multiple approaches to the exploration of leadership. Emphasis is put on individual self-awareness as a critical precursor to leadership success. A wide range of activities, exercises, cases, and simulations are used to develop

understanding of the dynamics of leadership. Team building, both as an activity and a topic for study, is used as the model to develop, practice, and improve individual leadership skills.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## **Elective Courses (3 credits)**

Select one (1) elective from the following list:

– MGT-920 Management Internship

**Prerequisites:**

Approval of the MMS Program Director or Management and Entrepreneurship Department Chair required. MBA students may not take this course.

**Credits:**

3.00

**Description:**

The internship is a semester-long, hands-on, practical learning experience in a company or non-profit organization. It usually requires the equivalent of at least one day per week on site. The site cannot be a firm where the student is already employed, unless the internship is confirmed to be related to the degree, substantially differentiated from the student's current work, and sponsored by a different department or division. The internship project is described in a written proposal agreed upon by the company sponsor and sponsoring faculty member, and it includes degree-related and career-related learning outcomes. The intern completes several written reflection assignments, a final report, and a presentation.

– MGOB-810 Emotional Intelligence

**Credits:**

3.00

**Description:**

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

– MGOB-866 Managing Failure for Success

**Credits:**

3.00

**Description:**

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting upon their understanding, on the other hand, to detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.



– MGES-802 Corporate Entrepreneurship

**Credits:**

3.00

**Description:**

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple "external" collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MGES-843 Business Opportunities Using Design Thinking and Biomimicry

**Credits:**

3.00

**Description:**

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term "design thinking" if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

## **Advising**

Upon enrollment, students in the Graduate Program in Management Studies are assigned an academic advisor from the Management and Entrepreneurship Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

In addition to this, the MMS Programs Office is available to respond to any questions or concerns and may be reached at 617-573-8641 or [mms@suffolk.edu](mailto:mms@suffolk.edu).

## **Waiver and Transfer Policy**

### **Waiver Policy**

Applicants who earned a grade of "B" or better within the past 5 years in an undergraduate or graduate course in negotiation may request to waive MGOB 855 and substitute another course from the elective list. Waiver is subject to program approval.

## Transfer Policy

Transfer credits are not accepted toward the MMS degree.

## Learning Goals & Objectives

### Learning Goals

### Learning Objectives

Understand, practice, and develop effective management skills (Knowledge Integration)

1. Demonstrate comprehension of organizational, interpersonal, and intra-personal processes and dynamics relevant in workplaces and teams.
2. Recognize and employ influence strategies.
3. Apply conflict management strategies.
4. Engage in effective negotiation practices and strategies.
5. Identify and improve upon team dynamics.
6. Identify and develop leadership behaviors and skills.
7. Develop and use project management strategies and tools
8. Create personal management goals and development plans from self-assessment data.

Demonstrate ability to apply analytical reasoning skills to organizational situations and problems (Analytical Reasoning)

1. Analyze organizational situations using various theoretical and conceptual lenses.
2. Identify key assumptions and stakeholder views.
3. Examine evidence and its sources.
4. Generate salient alternatives and identify potential outcomes and consequences.
5. Integrate and apply knowledge of organizational, team, and interpersonal processes to propose management solutions to real organizational challenges.

## Learning Goals

Apply ethical principles and reasoning to leadership, team, and organizational situations (Ethical Reasoning)

## Learning Objectives

- Identify conflicts of interest and pressures that could lead to unethical conduct.
- Identify the interests and motivations of stakeholders.
- Identify their own individual values.
- Give voice to their own values in the face of opposition.
- Appreciate how ethical norms vary across countries and cultures.
- Negotiate ethically.
- Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.

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# MARKETING (ARCHIVE 2018-2019)

- [Master of Science in Marketing Archive 2018-2019](#)
- [Graduate Certificate in Marketing Archive 2018-2019](#)
- [Graduate Certificate in Marketing Research Archive 2018-2019](#)

## Master of Science in Marketing Archive 2018-2019

The Master of Science in Marketing (MSM) Program prepares students for successful professional careers in marketing.

As the marketing landscape is becoming increasingly complex, Suffolk's MSM provides students with in-depth knowledge and a solid foundation in marketing, consumer behavior, marketing research, and marketing strategy, as well as deep knowledge in a specialized area such as marketing research, product management, or global marketing.

### STEM Classification

The MSM is a graduate degree program with a STEM (Science, Technology, Engineering, and Mathematics) designation. Due to the demand of graduates with expertise in STEM fields, the Department of Homeland Security permits international students graduating from STEM programs to apply for a 24 month extension of their initial year of Optional Practical Training (OPT). For more detailed information, please visit the ISSO webpage.

### MSM Curriculum

11-14 Courses

31-37 Credits

Program Length

9-12 months of full-time study

16-24 months of part-time study

## Required Introductory Courses (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Required Prerequisite Courses (12 credits)

May be waived.

- MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

May be waived with substitution.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

or:

May be waived with substitution.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.



and:

May be waived with substitution.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

## **Marketing Core Courses (9 credits)**

May be waived with substitution.

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-814 Strategic Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

– MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

## Advanced Marketing Core Courses (6 credits)

– MKT-860 Qualitative Methods and Customer Insights

**Credits:**

3.00

**Description:**

This course is designed to help students better understand, practice, and evaluate qualitative market research. The course introduces established and emerging research techniques which require students to actively engage in the process of conducting qualitative research (e.g., study design, data collection, analysis, reporting and storytelling). Statistical approaches including automated text analysis and content analysis are emphasized.

– MKT-870 Advanced Marketing Analytics

**Prerequisites:**

MKT-810 previously or concurrently

**Credits:**

3.00

**Description:**

In this course, students learn how data analytics transforms businesses and industries, using examples and case studies in multiple industries and contexts. Through applied examples, the use of statistical methods such as linear regression, logistic regression, factor analysis, decision trees, cluster analysis, and optimization will be demonstrated. Students will be using the statistical software, such as SPSS and R, to explore patterns in marketing datasets and build predictive models.

## **Marketing Internship (3 credits)**

This course is required for students with no prior relevant work experience, and may be used as an elective for all other students.

May be waived.

– MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

## **Elective Courses (9 credits)**

Select three (3) courses from an approved electives list to complete an optional concentration in Global Marketing, Market Research and Customer Insights, or Product Management. Or design your own focus by choosing from a range of marketing, information systems and operations management, entrepreneurship and accounting courses.

## **Capstone Course (3 credits)**

Choose one:

– MKT-898 Consulting Project

**Prerequisites:**

Take MKIB-819, MKT-810, MKT-814, MKT-860, MKT-870; MS Marketing students only

**Credits:**

3.00

**Description:**

Students apply the social science research process in a marketing consulting project to solve a problem (or explore an opportunity) for a professional client. Students will engage in study design (to include qualitative and/or quantitative

methods) data collection, and data analysis. Statistical analysis tools for bivariate analyses (t-tests, ANOVA, chi-square, correlations) and multivariate analyses (regression, factor analysis, cluster analysis, conjoint analysis) will be used. Students create and deliver a professional report and presentation to the client upon completion of the project.

– MKT-899 Masters Thesis

**Prerequisites:**

Take MKIB-819, MKT-810, MKT-814, MKT-860, MKT-870; MS Marketing students only

**Credits:**

3.00

**Description:**

The thesis is an original research project that makes a contribution to the knowledge base of marketing. The student works individually with an advisor, a member of the Marketing faculty. The student is responsible for choosing a topic, designing the research study (may be qualitative and/or quantitative in nature), collecting and analyzing the data using statistical tools learned in the program, and writing the thesis. The faculty advisor offers guidance throughout the process and evaluates the final written research report.

## Marketing Learning Goals & Objectives

### Learning Goals

Demonstrate ability to apply analytical reasoning skills to marketing problems.  
(Analytical Reasoning)

### Learning Objectives

1. Identify key assumptions.
2. Generate salient alternatives.
3. Examine the evidence and source of evidence.
4. Identify conclusions, implications, and consequences.

## Learning Goals

## Learning Objectives

Demonstrate in-depth knowledge of marketing principles, concepts, theories and frameworks and the role of marketing in business and society. (Depth of Knowledge)

1. Understand and apply the marketing concept to evaluate marketing projects/programs.
2. Understand the social science research process and utilize research methods/skills/technologies to solve marketing problems.
3. Gain a holistic view of strategy and tactics in major areas including global marketing and product management.
4. Gain an understanding of ethical issues in marketing.

Demonstrate effective oral communication skills. (Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Communicate with the audience.
4. Use appropriate technology/communication aids effectively.

**Learning Goals**

Demonstrate effective written communication about marketing information. (Written Communication)

**Learning Objectives**

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate quantitative information in narrative form and with visual displays.

**Global Marketing Concentration**

Learn how to assess foreign market attractiveness, formulate marketing plans for global market entry and expansion, and devise marketing strategies in multiple areas of the world. Experience global marketing first-hand through an international travel course to cap off your MSM program.

**Electives for Global Marketing (3 courses, 9 credits)**

Choose three (3) from the following:

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.



– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

– MKIB-833 Global Business Horizons

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

At the dawn of the 21st century, business and society is confronted with a confluence of factors ranging from widespread poverty, untapped business markets and issues of sustainability. The diverse sources of information that point to an uncertain future suggests that a "business as usual" approach has to be replaced with more proactive alternatives that address the needs of untapped markets, consumer welfare, community development and the environment. This course begins to address these issues and engender an appreciation among our students for the challenges that lie ahead for businesses. Through lectures, case discussions, guest speakers, and a course-long project, each week we will examine and critically evaluate contemporary trends in international marketing business practices with respect to environmental protection, community/economic development and consumer welfare. Using the realm of sustainable business practices, we will address a contrast in traditional growth models versus approaches to address issues of sustainability, economic and financial crises that limit development. The course goals include the following: Engender an appreciation among students for the need for sustainable marketing and business practices and the considerable challenges that need to be overcome to achieve such practices. An understanding

of social responsibility and the need to meet triple bottom lines relating to people, planet, and profit. An understanding of marketing and business practices that are sustainable and issues of incorporating social values into business objectives. An opportunity to demonstrate how each element of the marketing mix can be adapted to implement sustainable marketing strategy in the broader context of a firm's corporate strategy. Examine factors that compel the need for an alternative development approach.

– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-846 Marketing in the Age of Exponential Technology

**Prerequisites:**

Take MBA-660

**Credits:**

3.00

**Description:**

This course is aimed to understand how to formulate and formalize effective marketing strategies in a world dominated by exponential technological change, and how to understand the logics of this disruptive change. Some of the questions the course will explore are what exponential technologies are and the impact that they have on industries, customer needs and expectations, and how firms can leverage their position to take advantage of these technologies by formulating agile and proactive marketing strategies.

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– MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

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– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design

and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

## **Market Research & Customer Insights Concentration**

Demand for market research and analytic skills is high in most industries today. You will develop knowledge and skills to design and implement qualitative and/or quantitative research studies, analyze data, and extract insights to inform high-quality strategic marketing decision-making.

### **Electives for Market Research & Customer Insights (3 courses, 9 credits)**

Choose three (3) from the following:

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students'

capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual

understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an



understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-820 Sales Management

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

– MKT-846 Marketing in the Age of Exponential Technology

**Prerequisites:**

Take MBA-660

**Credits:**

3.00

**Description:**

This course is aimed to understand how to formulate and formalize effective marketing strategies in a world dominated by exponential technological change, and how to understand the logics of this disruptive change. Some of the questions the course will explore are what exponential technologies are and the impact that they have on industries, customer needs and expectations, and how firms can leverage their position to take advantage of these technologies by formulating agile and proactive marketing strategies.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

**Product Management Concentration**

Gain broad understanding about marketing management in terms of product/service development and delivery, brand strategy, pricing decisions, sales forecasting, and innovative ways in which to communicate and engage with customers.

**Electives for Product Management (3 courses, 9 credits)**

Choose three (3) from the following:

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and

perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

– MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-820 Sales Management

**Prerequisites:**

**MBA 660****Credits:**

3.00

**Description:**

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

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– MKT-846 Marketing in the Age of Exponential Technology

**Prerequisites:**

Take MBA-660

**Credits:**

3.00

**Description:**

This course is aimed to understand how to formulate and formalize effective marketing strategies in a world dominated by exponential technological change, and how to understand the logics of this disruptive change. Some of the questions the course will explore are what exponential technologies are and the impact that they have on industries, customer needs and expectations, and how firms can leverage their position to take advantage of these technologies by formulating agile and proactive marketing strategies.

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– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

## MSM Elective Tracks

Select three (3) courses from the approved electives list to complete an optional concentration in Global Marketing, Market Research and Customer Insights, or Product Management. You may also design your own focus by choosing from a range of marketing, information systems and operations management, entrepreneurship and accounting courses.

## Approved Electives by Discipline:

### Marketing

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to

examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

– MKT-818 Global Product Innovation: From Concept to Commercialization

**Prerequisites:**

MBA-660

**Credits:**

3.00

**Description:**

SBS graduate level Global Product Innovation (GMC) offers exciting, valuable, and practical global product innovation experience with international educational and/or corporate partners. This project-based course is organized by the Suffolk Marketing Department and an overseas partner school. Teams, consisting of Suffolk Business students and students from the partner school, work on new product or service development and marketing projects targeting one or multiple international markets. The focus will be on the marketing function's input to the innovation process during the pre-launch and launch stages, covering a wide range of issues (such as global market selection, concept generation and evaluation, design and positioning, test marketing, and product launch and tracking). Students will collaborate via virtual teaming technology throughout the semester and report product or service design and marketing plan to the business clients or entering the SBS New Product Competition in the end of the semester. Through a hands-on



product innovation project in the global context, students will develop an understanding of the global market dynamism, the diversity of global consumer needs and business practices, and the challenges and advantages of cross-cultural team collaboration.

– MKT-820 Sales Management

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course addresses the role of the sales manager in today's challenging business environment. As such, the course includes an understanding of direct sales, as well as all facets of sales management such as recruitment, compensation, and management of a sales force. The core of activity is lecture and case study.

– MKIB-833 Global Business Horizons

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

At the dawn of the 21st century, business and society is confronted with a confluence of factors ranging from widespread poverty, untapped business markets and issues of sustainability. The diverse sources of information that point to an uncertain future suggests that a "business as usual" approach has to be replaced with more proactive alternatives that address the needs of untapped markets, consumer welfare, community development and the environment. This course begins to address these issues and engender an appreciation among our students for the challenges that lie ahead for businesses. Through lectures, case discussions, guest speakers, and a course-long project, each week we will examine and critically evaluate contemporary trends in international marketing business practices with respect to environmental protection, community/economic development and

consumer welfare. Using the realm of sustainable business practices, we will address a contrast in traditional growth models versus approaches to address issues of sustainability, economic and financial crises that limit development. The course goals include the following: Engender an appreciation among students for the need for sustainable marketing and business practices and the considerable challenges that need to be overcome to achieve such practices. An understanding of social responsibility and the need to meet triple bottom lines relating to people, planet, and profit. An understanding of marketing and business practices that are sustainable and issues of incorporating social values into business objectives. An opportunity to demonstrate how each element of the marketing mix can be adapted to implement sustainable marketing strategy in the broader context of a firm's corporate strategy. Examine factors that compel the need for an alternative development approach.

– MKT-846 Marketing in the Age of Exponential Technology

**Prerequisites:**

Take MBA-660

**Credits:**

3.00

**Description:**

This course is aimed to understand how to formulate and formalize effective marketing strategies in a world dominated by exponential technological change, and how to understand the logics of this disruptive change. Some of the questions the course will explore are what exponential technologies are and the impact that they have on industries, customer needs and expectations, and how firms can leverage their position to take advantage of these technologies by formulating agile and proactive marketing strategies.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

– MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

Can be elective, if not required.

## Accounting

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

## Information Systems and Operations Management

### – ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

### – ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

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– ISOM-835 Predictive Analytics

**Credits:**

3.00

**Description:**

Predictive analytics make predictions about unknown future events. It is crucial for companies to ask the right questions, perform rigorous analysis, and take actions that will result in the most desirable outcomes. This course develops students' capability in applying the core concepts and techniques of predictive analytics to identify opportunity, recognize patterns, predict outcomes, and recommend optimal actions within the context of organizational decision-making. Topics include: business analytics life cycle, data pre- processing, linear and nonlinear regression, tree-based methods, model assessment and selection, and resampling methods.

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– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and

disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive

use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

## International Business

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business

and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## Entrepreneurship

- MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

## Organizational Behavior

- MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal



psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

## Strategy

### – MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

## Advising

Upon enrollment, students in the Graduate Programs in Marketing are assigned an academic advisor from the Marketing Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

In addition to this, the MSM Programs Office is available to respond to any questions or concerns and may be reached at 617-573-8044 or [msm@suffolk.edu](mailto:msm@suffolk.edu).

## Waiver & Transfer Policy

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## **Waiver Policy**

Some MSM prerequisite courses may be waived, but need to be substituted with an approved MSM elective. If waived, MSM Core Courses must be substituted with approved MSM electives. All waiver requests are evaluated upon a student's acceptance into the MSM Program and are waived during the student's first semester.

To waive a marketing prerequisite course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MSM matriculation, and earned a grade of "B" or better. To substitute an approved elective for an MSM Core Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MSM matriculation, and earned a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All MSM students must complete a minimum of 31 credits (10 courses and SBS 700) in the Sawyer Business School.

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## **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, MSM, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and have been taken within five (5) years prior to entering the Suffolk MSM program. However, at the discretion of the program director, MSM Core Courses may not be transferred if the subject material has changed significantly since completion. A maximum of six (6) credits of Elective or MSM Core Courses may be considered for transfer.

# **Graduate Certificate in Marketing Archive 2018-2019**

Suffolk's Graduate Certificate in Marketing (GCM) is a 6-course program for individuals with little to no background in marketing. It is designed to provide fundamental skills and knowledge of marketing principles, consumer behavior, marketing research, and

marketing strategy.

As a part-time student, you can complete the GCM in as few as nine (9) months. If you apply to the MSM, MSBA or MBA degree program at the Sawyer Business School within a year of completing this certificate and earn a GPA of 3.3 or higher, you won't need to take the GRE or GMAT.

## Curriculum

6 Courses

15 Credits

Program Length

9-16 months of part-time study\*

## Required Courses (15 credits)

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

— MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

— MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to

innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-814 Strategic Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

\*Can be completed in 2-3 semesters, part-time.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment students in the GCM are assigned a Marketing program advisor. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The MSM Programs Office is also available to respond to any questions or concerns and may be reached at 617-994-4240 or [msm@suffolk.edu](mailto:msm@suffolk.edu).

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

### **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Marketing.

## **Graduate Certificate in Marketing Research Archive 2018-2019**

Suffolk's Graduate Certificate in Marketing Research (GCMA) is a 6-course program designed for individuals with an interest in marketing research methods and practice. You will gain experience in the design of qualitative and quantitative studies, data analysis, and reporting to inform marketing strategy.

As a part-time student, you can complete the GCMA in as few as nine (9) months. If you apply to the MSM, MSBA, or MBA degree program at the Sawyer Business School within a year of completing this certificate and earn a GPA of 3.3 or higher, you won't need to take the GRE or GMAT.

### **Curriculum**

6 Courses

15 Credits

Program Length

9-16 months of part-time study\*

## Required Courses (15 credits)

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**



At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-860 Qualitative Methods and Customer Insights

**Credits:**

3.00

**Description:**

This course is designed to help students better understand, practice, and evaluate qualitative market research. The course introduces established and emerging research techniques which require students to actively engage in the process of conducting qualitative research (e.g., study design, data collection, analysis, reporting and storytelling). Statistical approaches including automated text analysis and content analysis are emphasized.

– MKT-870 Advanced Marketing Analytics

**Prerequisites:**

MKT-810 previously or concurrently

**Credits:**

3.00

**Description:**

In this course, students learn how data analytics transforms businesses and industries, using examples and case studies in multiple industries and contexts. Through applied examples, the use of statistical methods such as linear regression, logistic regression, factor analysis, decision trees, cluster analysis, and optimization will be demonstrated. Students will be using the statistical software, such as SPSS and R, to explore patterns in marketing datasets and build predictive models.

\*Can be completed in 2-3 semesters, part-time.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

**Advising**

Upon enrollment students in the GCMR are assigned a Marketing program advisor. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor, especially when choosing elective courses.

The MSM Programs Office is also available to respond to any questions or concerns and may be reached at 617-994-4240 or [msm@suffolk.edu](mailto:msm@suffolk.edu).

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Marketing Research.

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- [MBA Online Archive 2018-2019](#)
- [Accelerated MBA for Attorneys Archive 2018-2019](#)
- [MBA for Music Business Management Graduates of the Berklee College of Music Archive 2018-2019](#)
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## MBA Archive 2018-2019

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format in Boston and Online.

The MBA program provides all the basic skills of an MBA, as well as exposure to Boston's world-class industries. The MBA curriculum integrates experiential learning by having students regularly interact with Boston-area organizations.

The MBA Online is a fully online degree. Students in the Online Program earn the same AACSB-accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses.

## MBA Curriculum

Total Credits Required: 36-51

### Contextualize: From Boston to the World (5 credits)

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate

responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

May be waived.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5

classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and

Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00



**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

**Understand Business Fundamentals (9 credits)****– MBA-721 Collaborate-Teams and Project Management****Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

**– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law****Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information

technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

\*Note: Campus based students must take MBA 740. Fully online MBA students can either take MBA 740 or MBA 741 – Experiential Intensive.

## **MBA Electives (12 credits)**

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800-level or above (some 700-level electives are acceptable for HLTH and PAD). See elective list for acceptable 700-level courses within the Sawyer Business School.

## **Construct the Big Picture (7 credits)**

– MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 credits)**

Must be taken as late in the program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## Learning Goals & Objectives

### Learning Goals

Be able to effectively apply analytical and critical reasoning skills to solve organizational challenges. (Analytical Reasoning)

### Learning Objectives

- Identifies the problem and related issues.
- Identify key assumptions.
- Generates salient alternatives.
- Examine the evidence and source of evidence.
- Identify conclusions, implications, and consequences.

**Learning Goals****Learning Objectives**

Effectively articulate the role of ethics in management. (Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct.
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma.
3. Demonstrate the ability to identify and take into account the interests of different stakeholders.
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability.
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal.
6. Appreciate that ethical norms vary across different countries and cultures.

Indicate an understanding of how culture, economic and political issues differ across countries. (Global Awareness)

1. Articulate fundamental challenges of global business.
2. Analyze financial impacts of operating a global business.
3. Apply the analysis to global management situation.
4. Identify challenges of an international workforce.
5. Demonstrate cultural awareness of external constituents.

## Learning Goals

## Learning Objectives

Be able to effectively communicate in oral form. (Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.

Be able to effectively communicate in written form. (Written Communication)

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.

## Electives

Customize your MBA to your career goals with the electives you choose. The Suffolk MBA offers electives across a variety of functional areas. Four (4) electives must be taken within the Sawyer Business School and be 800-level or above. A select number of 700-level courses are acceptable within Healthcare, Public Administration and Nonprofit electives. Check the website as well as with your advisor for a list of acceptable 700-level HLTH and PAD electives.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics
- Healthcare Administration
- Information Systems and Operations Management
- International Business
- Marketing
- Organizational Behavior
- Public Administration and Nonprofit
- Strategic Management
- Taxation

SBS 920 SBS Graduate Internship is designed for students interested in completing an internship, not for credit. Students must consult with the MBA Advisor for guidance on how to be considered for this option.

## Accounting

### – ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

### – ACCT-801 Graduate Financial Accounting II



**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

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– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

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– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.

– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACCT-871 Not-For-Profit and Governmental Accounting.

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

– ACIB-872 International Accounting.

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how

differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– ACCT-910 Directed Individual Study in Accounting

**Prerequisites:**

Instructor's approval

**Credits:**

3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

– ACCT-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## Business Law and Ethics

– BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

– BLLS-830 Managing in the International Legal Environment

**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– BLLS-871 Corporate Crime and Financial Fraud

**Credits:**

3.00

**Description:**

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational

Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes.

## Entrepreneurship

### — MGES-800 Business Startups

**Credits:**

3.00

**Description:**

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a "go or no go" decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

### — MGES-802 Corporate Entrepreneurship

**Credits:**

3.00

**Description:**

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple "external" collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate



entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

– MGES-810 Social Entrepreneurship

**Credits:**

3.00

**Description:**

Social entrepreneurship is about applying innovative financial and operational solutions to ameliorating intractable social problems such as health care, education, poverty, climate change and human rights. This course will not only introduce you to the issues and challenges faced by social entrepreneurs the world over, but will also focus on the various business models adopted by social enterprises. The class will be case-based (2 books) with two short exams, one additional book to read, and an out of class project (individual or group--your choice).

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MGES-843 Business Opportunities Using Design Thinking and Biomimicry

**Credits:**

3.00

**Description:**

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term "design thinking" if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

– MGES-848 Green and Sustainable Business

**Credits:**

3.00

**Description:**

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the "greening" of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying

attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

– MGES-890 Special Topics: Crowdfunding

**Credits:**

3.00

**Description:**

This advanced course is held in an experiential setting to help entrepreneurial-minded students, managers, etc. develop and practice their business skills working with real startups or small business under pro bono consulting arrangements. This course will be under the supervision of a faculty member, coach and advisor. Students will learn to assess client situations, develop alternatives and identify and defend solutions, at times within the client organization. This course is offered as a joint practicum with Suffolk Law School or as an independent study.

## Finance and Managerial Economics

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

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– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

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– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

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– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;



**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

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– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

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– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of

derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship

supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– SBS-603 Managerial Economics

**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

## Healthcare Administration

– HLTH-700 Introduction to Healthcare Programs and Profession

**Prerequisites:**

MHA students only

**Credits:**

1.00

**Description:**

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to

build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

– HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

– HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in

technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-812 Applied Research Methods for Healthcare Management

**Credits:**

3.00

**Description:**

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

– HLTH-815 Ambulatory and Primary Care

**Prerequisites:**

HLTH 701

**Credits:**

3.00

**Description:**

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services ("APC") toward achieving the "Triple Aim" of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

– HLTH-816 Healthcare Human Resources Management

**Prerequisites:**

**TAKE HLTH 701****Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

**– HLTH-824 Healthcare Accounting****Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.



– HLTH-825 Legal Environment of Healthcare

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

– HLTH-828 Population Health**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

– HLTH-830 Healthcare Operations Management**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

– HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

**Prerequisites:**

Take HLTH-701 AND HLTH-831;

**Credits:**

3.00

**Description:**

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment; quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1. Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2. Classify medical error and identify means to reduce risk and/or take effective corrective action. 3. Explore sense-making and its applicability to transformational change in healthcare quality. 4. Identify leadership strategies for establishing an organization-wide culture of safety. 5. Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6. Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7. Apply reliability principles to performance improvement in complex systems. 8. Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

– HLTH-835 Healthcare Marketing and Communication

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

– HLTH-838 Organizational Change in Healthcare

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation,

skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

– HLTH-842 Global Health

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens, governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

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– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

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– HLTH-880 Directed Individual Study

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.00- 3.00

**Description:**

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

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– HLTH-885 Healthcare Internship

**Prerequisites:**

Take HLTH-701;

**Credits:**

0.00- 3.00

**Description:**

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 400 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

– HLTH-890 Healthcare Strategic Management

**Prerequisites:**

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare



organization or strategic issue of particular interest (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for "what to do next."

## Information Systems and Operations Management

### – ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

### – ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in

building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

**3.00****Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

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– ISOM-910 Directed Individual Study

**Prerequisites:**

Instructor Permission

**Credits:**

3.00

**Description:**

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

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– ISOM-920 ISOM Internship

**Prerequisites:**

Approval of the student's Program Director and ISOM Department chair required.

**Credits:**

0.00- 3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the department chair and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either information systems, operations management, or business analytics. A final written report and presentation are mandatory if this course is taken for credit. Offered every semester.

– SBS-604 Data Analytics

**Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

## International Business

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting

approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– BLLS-830 Managing in the International Legal Environment

**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– MGIB-835 International Strategy

**Credits:**

3.00

**Description:**

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

– MGIB-837 Strategic Context of International Business

**Credits:**

3.00

**Description:**

This course focuses on the institutional and policy contexts in which businesses develop global strategies. It expands the understanding of global contextual factors impacting business, in order to gain deeper local, national, and global perspectives on competition. The course pays particular attention to social and political dimensions of strategy that are an essential component for superior performance in the contemporary world but receive little consideration in standard strategic analysis, such as trade protectionism, political risks affecting foreign direct investment, the use of the law as a competitive tool, government regulation, lobbying, and corporate social responsibility.

– MGIB-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

– MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.



– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

## Marketing

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

**3.00****Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

— MKT-910 Directed Study in Marketing

**Prerequisites:**

MBA 660

**Credits:**

1.00- 3.00

**Description:**

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

— MKT-920 Marketing Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

## Organizational Behavior

– MGOB-810 Emotional Intelligence

**Credits:**

3.00

**Description:**

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

– MGOB-835 Managing Difficult People at Work

**Credits:**

3.00

**Description:**

Most employees will encounter difficult interpersonal situations at some point in their careers. This course focuses on the high costs of incivility to employee well-being and productivity. Students will reflect on their experiences, learn techniques to improve their communication skills, and experientially practice having difficult conversations. Topics such as abusive supervision, sexual harassment, and abnormal psychology will also be covered. Students will gain insight into how to cope with challenging interpersonal situations, address problematic behaviors, and develop more positive relationships in the workplace.

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– MGOB-855 Conflict & Negotiation

**Credits:**

3.00

**Description:**

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

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– MGOB-866 Managing Failure for Success

**Credits:**

3.00

**Description:**

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting upon their understanding, on the other hand, to detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.

## Public Administration including Nonprofit Management

### – P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

### – P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

### – P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

— P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

— P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

— P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00



**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

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– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

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– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

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– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-832 Health Policy

**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will be provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

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– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

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– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Strategic Management

– MGES-848 Green and Sustainable Business

**Credits:**

3.00

**Description:**

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the "greening" of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

– MGSM-834 Mergers and Acquisitions**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

– MGT-910 Directed Study in Management**Credits:**

3.00

**Description:**

A student proposes a directed study project, usually for three credit hours and to be completed in one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

– MGT-920 Management Internship

**Prerequisites:**

Approval of the MMS Program Director or Management and Entrepreneurship Department Chair required. MBA students may not take this course.

**Credits:**

3.00

**Description:**

The internship is a semester-long, hands-on, practical learning experience in a company or non-profit organization. It usually requires the equivalent of at least one day per week on site. The site cannot be a firm where the student is already employed, unless the internship is confirmed to be related to the degree, substantially differentiated from the student's current work, and sponsored by a different department or division. The internship project is described in a written proposal agreed upon by the company sponsor and sponsoring faculty member, and it includes degree-related and career-related learning outcomes. The intern completes several written reflection assignments, a final report, and a presentation.

## Taxation

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides



an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in

U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

– TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

– TAX-910 Individual Study in Taxation

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

1.00- 3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

– TAX-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## Advising

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their advisor.

The MBA Programs Office assists all prospective, current, returning MBA students, and MAPS students with their programs of study. Questions can be directed to the MBA programs office.

MBA students have five (5) years to complete their degree.

## Waiver/Transfer

### Waiver Policy

Core courses may be waived. Required MBA Courses (SBS 700, MBA 701, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus only, with prior arrangements. All MBA students must complete a minimum of 36 credits in the Sawyer Business School.

Six (6) credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

## **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

## **Transfer Credits from the Moakley Center for Public Management's Certificate Programs to the MBA**

Students who have completed a certificate program through the Suffolk University Moakley Center for Public Management may transfer a maximum of 12 elective credits to the MBA or the MBA/Nonprofit elective portion of the MBA degree. Graduate course transfers may be considered for students who completed a PAD 800-level graduate course equivalent, receiving a grade of "B" or better within five (5) years prior of entering the MBA program. Applicants must successfully complete the certificate prior to enrolling

in the MBA and cannot be enrolled in two (2) programs at the same time. Applicants must also meet MBA admission standards. All transfers are reviewed on a case-by-case basis by the MBA Programs Office.

## **MBA Concentrations Archive 2018-2019**

The MBA program requires four (4) electives as part of the degree program. If a concentration is declared, at least three (3) electives in one functional area must be completed. The schedule for when courses within a concentration are offered vary by semester.

Boston campus concentrations include: MBA Concentration in Accounting Principles, Forensic Accounting, Business Intelligence, Creative Disruption: Entrepreneurship for New and Existing Businesses, Finance, Quantitative Finance, Health Sector Management, Marketing, Marketing Research, Strategic Management, and Supply Chain Management.

MBA/JD students can declare a concentration only if they are approved to substitute at least three (3) electives due to MBA core course waivers.

Students who declare a concentration must submit a Declaration of Concentration form. Students are encouraged to meet with their advisor before they declare a concentration.

The concentration appears on the transcript, not the diploma.

View the requirements for **MBA Concentrations**

**(<https://www.suffolk.edu/Academics/Academic-Catalogs/Graduate-Academic-Catalog-Archive-2018-2019/MBA-Concentrations---Archive-2018-2019>)**.

## **MBA Online Archive 2018-2019**

The Suffolk MBA program is internationally accredited by AACSB International – The Association to Advance Collegiate Schools of Business. The MBA Program is offered in a full-time or part-time format in Boston and Online.



The MBA program provides all the basic skills of an MBA, as well as exposure to Boston's world-class industries. The MBA curriculum integrates experiential learning by having students regularly interact with Boston-area organizations.

The MBA Online is a fully online degree. Students in the Online Program earn the same AACSB-accredited MBA degree as their Suffolk campus counterparts. MBA Online courses are taught by Suffolk faculty and have the same high expectations as campus courses.

## Curriculum

### MBA Curriculum Total Credits Required: 36-51

#### Contextualize: from Boston to the World (5 credits)

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making.

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

**Core Courses (15 credits)**

May be waived.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

— MBA-625 Managerial Statistics**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

— MBA-635 Operations Management: Design and Analysis**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on

managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1.

understanding the business of creating, capturing and sustaining value; 2.

introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

\*Campus based students must take MBA 740. Fully online MBA students can either take MBA 740 or MBA 741 – Experiential Intensive.

**MBA Electives (12 credits)**

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800-level or above (some 700-level electives are

acceptable for HLTH and PAD. See elective list for acceptable 700-level courses) within the Sawyer Business School.

## Construct the Big Picture (7 credits)

### – MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## Lead and Implement Change (3 credits)



Must be taken as late in the program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## MBA Learning Goals & Objectives

### Learning Goals

### Learning Objectives

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**Learning Goals****Learning Objectives**

Be able to effectively communicate in oral form.

(Oral Communication)

1. Organize the presentation effectively
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision
3. Develop the topic
4. Communicate with the audience
5. Use communication aids effectively
6. Summarize the presentation

Be able to effectively communicate in written form.

(Written Communication)

1. Develop a topic with supporting details
2. Organize written communication effectively and logically
3. Use correct word choice and effective sentence structure
4. Employ normal conventions of spelling and grammar
5. Provide examples and supporting evidence
6. Communicate accurate quantitative information

Be able to effectively apply analytical and critical reasoning skills to solve organizational challenges.

(Analytical Reasoning)

1. Identifies the problem and related issues
2. Identify key assumptions
3. Generates salient alternatives
4. Examine the evidence and source of evidence
5. Identify conclusions, implications, and consequences

**Learning Goals****Learning Objectives**

Effectively articulate the role of ethics in management.

(Ethics)

1. Identify conflicts of interests and pressures that could lead to unethical conduct
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma
3. Demonstrate the ability to identify and take into account the interests of different stakeholders
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal
6. Appreciate that ethical norms vary across different countries and cultures

Indicate an understanding of how culture, economic and political issues differ across countries.

(Global Awareness)

1. Articulate fundamental challenges of global business
2. Analyze financial impacts of operating a global business
3. Apply the analysis to global management situation
4. Identify challenges of an international workforce
5. Demonstrate cultural awareness of external constituents

**Electives**

Customize your MBA to your career goals with the electives you choose. The Suffolk MBA offers electives across a variety of functional areas. Four (4) electives must be taken within the Sawyer Business School and be 800-level or above. A select number of 700-

level courses are acceptable within Healthcare, Public Administration and Nonprofit electives. Check the website as well as with your advisor for a list of acceptable 700-level HLTH and PAD electives.

- Accounting
- Business Law and Ethics
- Entrepreneurship
- Finance and Managerial Economics
- Healthcare Administration
- Information Systems and Operation Management
- International Business
- Marketing
- Organizational Behavior
- Public Administration and Nonprofit
- Strategic Management
- Taxation

\*SBS 920 SBS Graduate Internship is designed for students interested in completing an internship, not for credit. Students must consult with the MBA Advisor for guidance on how to be considered for this option.

## Accounting

### – ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For

MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-802 Graduate Financial Accounting III

**Prerequisites:**

ACCT-801 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the second of two intermediate-level accounting courses. The critical thinking and problem-solving skills developed in ACCT 801 are broadened as this class tackles more complex accounting concepts, including: dilutive securities, earnings per share, investments, revenue recognition, income tax accounting, pensions and leases. Since accounting for many of these areas has been a source of substantial debate and major revisions in recent years, subject matter covered will be topical. Pertinent pronouncements of standard-setting bodies continue to be studied.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– ACCT-806 Fraud Examination

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Examines the pervasiveness and genres of fraud and explores the motivations, opportunities, and rationalizations that facilitate fraudulent behavior. Covers methods of detection, investigation, and prevention of financial statement frauds and other types of financial-related frauds.

– ACCT-824 Big Data and Financial Statement Analytics

**Prerequisites:**

ACCT 800 or MBA 640, and MBA 650 or program director approval

**Credits:**

3.00

**Description:**

This course consists of two parts. The first part teaches students how to use Tableau to analyze large data sets and visualize data patterns to derive meaningful, actionable insights. We will utilize different data sets containing detailed information on sales, inventory, and other operational and financial metrics. This part will also introduce some basic tools used in accessing and compiling relevant big data from online resources such as the SEC's EDGAR website and Twitter. Students will be provided with necessary computer code and software to perform textual analysis for company documents and social media posts. The second part focuses on the analysis of financial statement data in an automated fashion. We will employ advanced tools in Excel along with the state-of-the-art data sources including Calcbench to perform financial data analytics and peer benchmarking. Our discussion on financial ratios and credit risk will have an analytical emphasis. This part will conclude with exercises on forecasting income statement data and valuing public companies.

– ACCT-825 Management Decisions and Control

**Prerequisites:**

ACCT-804 and ACCT-800 or MBA-640 or program director approval

**Credits:**

3.00

**Description:**

This case based course, teaches students how to better use information for improved decision making. Students will study how to identify the relevant information that is needed to make decisions. The decisions discussed will span a variety of business areas including accounting, finance, marketing and others. A special emphasis would be put on developing and strengthening the students' presentation skills in both face to face and online environments. Students will learn to speak influentially and effectively about numbers and communicate their conclusions and suggested decisions to different stakeholders.

– ACCT-861 Leadership in the Financial Professions

**Prerequisites:**

ACCT-802, ACCT-805, and ACCT-865 (previously or concurrently) or program director approval

**Credits:**

3.00

**Description:**

This student driven course develops professional and leadership skills that are needed to serve effectively as senior financial professionals in a challenging global economy. In this course students develop their independent learning and research proficiencies by investigating developing areas of accounting practice. Students broaden their appreciation of the accountant's role as a business advisor by examining current challenges for the accounting profession, considering the impact that professional activities have on various stakeholders, and how responsibilities of the profession are evolving in response. Students will develop their awareness of the activities of policy makers and standard setters such as the SEC, FASB, and AICPA. Finally, students develop their effectiveness as professional colleagues throughout the semester by actively working on their professional skill set including: data analytics, business writing, oral presentations, team building, and leadership.



– ACCT-865 Accounting Information Systems

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Describes various transaction processing cycles and their use in the structured analysis and design of accounting information systems. Students gain an understanding of Enterprise Resource Planning softwares, Quickbooks, database design, XBRL, implementations of internal controls, and privacy and data security issues.

– ACCT-871 Not-For-Profit and Governmental Accounting

**Prerequisites:**

MBA-640 or ACCT-800

**Credits:**

3.00

**Description:**

Covers unique aspects of financial reporting in not-for-profit organizations and governmental units. Topics include fund accounting, encumbrance accounting, GASB pronouncements, cost accounting, and budgetary control for government and its agencies, healthcare, educational, religious and other not-for-profit organizations. Students learn how to apply the cost benefit analysis in the resources allocation process, program planning, budgeting and reporting systems.

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– ACCT-910 Directed Individual Study in Accounting

**Prerequisites:**

Instructor's approval

**Credits:**

3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

– ACCT-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship

supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## Business Law and Ethics

– BLLS-800 Business Law

**Credits:**

3.00

**Description:**

Examines the philosophy and practice of substantive law affecting the formation, operation and discharge of commercial transactions, contracts, and business associations. Topics include: agency, partnership, corporation and trust forms of association. Considers aspects of property law and international dimensions.

– BLLS-830 Managing in the International Legal Environment

**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– BLLS-871 Corporate Crime and Financial Fraud

**Credits:**

3.00

**Description:**

Presents an in-depth study of corporate crime and financial fraud. Examines accounting devices and schemes employed to defraud stakeholders, failure of industry watchdogs, and the regulatory and legislative environment. Topics include: corporate governance, corporate finance, corporate compliance programs, ethical misconduct by outside legal, accounting, investment and banking professionals, Sarbanes Oxley Act, Foreign Corrupt Practices Act, Organizational Sentencing guidelines, mail fraud, wire fraud, money laundering, conspiracy, securities violations, qui tam litigation (whistleblowers) and financial accounting crimes.

## Entrepreneurship

– MGES-800 Business Startups

**Credits:**

3.00

**Description:**

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a "go or no go" decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

– MGES-802 Corporate Entrepreneurship

**Credits:**

3.00

**Description:**

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple "external" collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

– MGES-810 Social Entrepreneurship

**Credits:**

3.00

**Description:**

Social entrepreneurship is about applying innovative financial and operational solutions to ameliorating intractable social problems such as health care, education, poverty, climate change and human rights. This course will not only introduce you to the issues and challenges faced by social entrepreneurs the world over, but will also focus on the various business models adopted by social enterprises. The class will be case-based (2 books) with two short exams, one additional book to read, and an out of class project (individual or group--your choice).

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MGES-843 Business Opportunities Using Design Thinking and Biomimicry

**Credits:**

3.00

**Description:**

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term "design thinking" if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

– MGES-848 Green and Sustainable Business

**Credits:**

3.00

**Description:**

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus

over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the "greening" of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

– MGES-890 Special Topics: Crowdfunding

**Credits:**

3.00

**Description:**

This advanced course is held in an experiential setting to help entrepreneurial-minded students, managers, etc. develop and practice their business skills working with real startups or small business under pro bono consulting arrangements. This course will be under the supervision of a faculty member, coach and advisor. Students will learn to assess client situations, develop alternatives and identify and defend solutions, at times within the client organization. This course is offered as a joint practicum with Suffolk Law School or as an independent study.

## Finance and Managerial Economics

– FIN-800 Financial Statement Analysis and Valuation

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of financial statements, this course is designed to help investors and managers in their assessment of business entity. This course also analyzes financial services industry: bank financial statement analysis with an emphasis on off- balance sheet lending and borrowing, capital structure issues, and innovations in mortgage-backed securities and asset-based financing techniques are covered. Additionally, the tax implications of various derivative securities is studied.

– FIN-801 Money & Capital Markets

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze markets for financial assets, including the money market and various bond and stock markets. They learn determinants of the level and structure of interest rates, the Federal Reserve impact on markets, how financial institutions operate with respect to their sources and uses of funds, essentials of the regulatory structure of financial markets, transaction costs, and interrelations among markets.

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

– FIN-810 Investment Analysis



**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-814 Options and Futures**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition, students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

– FIN-820 Financial Policy

**Prerequisites:**

Take FIN-808, FIN-810, and FIN-814. (FIN-814 can be taken concurrently)

**Credits:**

3.00

**Description:**

Students examine financial theories, techniques, and models applied to the study of corporate financial decisions, aspects of corporate strategy, industry structure, and the functioning of capital markets.

– FIN-831 Portfolio Management

**Prerequisites:**

FIN 810

**Credits:**

3.00

**Description:**

Students learn theory and techniques of scientific portfolio management, including the establishment of portfolio objectives, evaluation of portfolio performance, asset allocation strategies, and the use of derivative securities in portfolio insurance.

– FIN-841 Financial Forecasting

**Prerequisites:**

FIN-818

**Credits:**

3.00

**Description:**

The nature, techniques, and problems of business forecasting. Covers indicators of business activity, short-run econometrics forecasting models, and the construction of aggregate forecasts as well as forecasts of major economic sectors. Includes long-term predictions and the application of aggregate and sector forecasts for particular industries and firms. Prerequisite: FIN 818.

– FIN-845 Private Capital Markets

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

This course addresses the financial needs of private businesses, focusing on the financial motives and needs of private company owners and their advisors. The course is an opportunity to present private finance as a complement to corporate finance/public finance so as to prepare students to better serve or participate in making better financing decisions in the marketplace of privately held businesses.

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– FIN-885 Enterprise Risk Management

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

The course introduces basic corporate valuation models and shows how risk arises in firms and how managing that risk can impact the firm's valuation. It shows different ways and contracts that can be used to change the risk profile of the firm. The course will introduce methods including using derivatives to hedge, and the use of insurance and hybrid insurance contracts, and through the adjustment of the capital structure and other financial policies of the firm (dividend payout strategies, optimal compensation, etc.). Throughout the course we will use various risk metrics to demonstrate the impact the risk management strategy has on the firm's exposure to risk and the value that is created by undertaking the activity.

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– FIN-880 Investment Banking

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

Students analyze the main functions of investment banks such as origination, syndication, and distribution of security issues. They examine pricing of new issues and secondary offerings by investment banks, mergers and acquisitions, leveraged

buyouts, valuation of closely held companies, and restructuring of distressed companies. The role of investment bankers in restructuring industry and financing governments and ethical issues faced by investment bankers will be studied.

– FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

– FIN-882 Applied Risk Management

**Prerequisites:**

FIN-810 (may be taken concurrently)

**Credits:**

3.00

**Description:**

Students develop a framework for understanding, analyzing, and valuing modern financial instruments. Students examine several types of derivative securities and their use in managing financial risk. While the interests of issuers, intermediaries, and investors will all be considered, the primary emphasis will be on the perspective of corporate financial managers and the use of modern financial technology in the creation of value for shareholders.

– FIN-884 Fixed Income Securities

**Prerequisites:**

Take FIN-810

**Credits:**

3.00

**Description:**

The course is designed to provide information on various types of fixed income securities and markets, theories and concepts of the term structure of interest rates and valuation of fixed income securities, measurement and management of risk for traditional bonds and bonds with embedded options, understanding of the role of derivatives such as mortgage-backed securities, asset-backed securities, swaps and exotic options, credit analysis and bond rating, portfolio management and performance evaluation. This course is generally offered as an intensive elective.

– FIN-887 Fundamental Equity Analysis

**Prerequisites:**

Take FIN-810;

**Credits:**

3.00

**Description:**

Students examine fundamental equity analysis as the convergence of a number of skills such as accounting, financial, and strategic analysis with detective work and experience. Students practice communicating and defending an argument, use a business analysis framework that helps tie together strategy and finance, practice model building and practical approach to profitability in the markets.

– FIN-890 Risk Assessment and Simulation

**Prerequisites:**

Take MBA-650

**Credits:**

3.00

**Description:**

This course provides an integrated framework for analyzing and measuring risk with a computer simulation approach. A common set of computational tools will be applied across several different financial applications ranging from options pricing to portfolio design. Extensive time will be spent on estimating and simulating 'Value

at Risk' which has been a standard for measuring risk in large financial institutions. We will also compare this with other traditional methods as well as other modern methods, such as extreme value theory at quantifying risk. Computationally intensive methods, such as bootstrapping, and Monte Carlo analysis will be used extensively throughout the course with MATLAB as the primary programming tool.

– FIN-900 Special Topics in Finance

**Prerequisites:**

MBA 650

**Credits:**

3.00

**Description:**

An in-depth analysis of timely special issues in the field of finance. Specific topics are announced when the course is scheduled.

– FIN-910 Directed Individual Study

**Prerequisites:**

Instructor's approval required

**Credits:**

3.00

**Description:**

A student-initiated directed study project, generally for three credit hours and completed within one quarter or semester. The student and faculty advisor must concur on a written proposal and final report, and the proposal must be approved by the Office of the Dean prior to registration.

– FIN-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– SBS-603 Managerial Economics**Credits:**

3.00

**Description:**

This course is required for MSA and MSF students and it is also a recommended elective for MBA students with a finance concentration. This course develops an understanding of the concepts, tools, and applications of economics at both the micro and macro level. The focus is on how economic analysis influences decision-making in the public and private sectors and how economic tools can enhance managerial effectiveness and organizational efficiency. The economic role of government and its impact on the business environment in a market economy, the factors that influence firm performance and competitiveness, and the role of financial institutions in the current economic environment are discussed throughout the course.

## Healthcare Administration

– HLTH-700 Introduction to Healthcare Programs and Profession**Prerequisites:**

MHA students only

**Credits:**

1.00



**Description:**

This course is required for all MHA students. Its primary goal is to focus students on their career development. The course provides an orientation to Suffolk's MHA Program and the University's resources, along with guidance for getting the most from the MHA Program and the student's time at Suffolk. It introduces students to the healthcare industry in Massachusetts and identifies opportunities for student involvement in selected healthcare organizations. The course highlights how to build essential skills in written and verbal communication, critical and strategic thinking, resume development, and professional networking. Finally, it enables each student to conduct in-depth planning for his or her career as a healthcare professional. After becoming familiar with the range of competencies put forth by the American College of Healthcare Executives (ACHE) and the National Center for Healthcare Leadership (NCHL), each student develops a Personal Roadmap for Professional Development that incorporates selected competencies. The roadmap is a guide for the student's learning and development as a healthcare manager in the years ahead.

– HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

– HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem

solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-812 Applied Research Methods for Healthcare Management

**Credits:**

3.00

**Description:**

This course covers both qualitative and quantitative research methods, with a strong focus on applied healthcare management research. Course topics include scientific reasoning, research design, action research methods, qualitative research methods, fundamental statistical techniques, and display and presentation of quantitative and qualitative analyses. This course prepares students as both producers and consumers of healthcare related research. Students will: Learn fundamentals of scientific reasoning, research design, and action research methods. Gain basic skills in both qualitative and quantitative data collection, analysis and presentation. Understand the meaning and appropriate application of basic statistical techniques relevant to healthcare management. Become prepared to analyze and draw conclusions from surveys, program evaluations, and operations data. Be able to troubleshoot the work of consultants and be critical consumers of research performed by others.

– HLTH-815 Ambulatory and Primary Care

**Prerequisites:**

HLTH 701

**Credits:**

3.00

**Description:**

This course prepares students to plan, lead, manage and improve primary care and other ambulatory patient care services ("APC") toward achieving the "Triple Aim" of better population health, better patient care and lower cost. The course covers a range of APC services including physician practices, community health centers, ambulatory surgery, retail clinics, behavioral health and dental care. Students who complete the course will be able to understand and analyze: key structures and

processes of APC services and their effects on the Triple Aim; key APC contexts including regulatory, reimbursement, technological and professional; and important industry trends related to APC. Specific topics include organizational structure and governance; workforce and staffing; facilities and licensure; emerging business models; performance measurement; relationship between primary care and public health; and emerging practice models including the patient-centered medical home.

– HLTH-816 Healthcare Human Resources Management

**Prerequisites:**

TAKE HLTH 701

**Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

– HLTH-824 Healthcare Accounting

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

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– HLTH-825 Legal Environment of Healthcare

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

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– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

– HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

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– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

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– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

– HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

**Prerequisites:**

Take HLTH-701 AND HLTH-831;

**Credits:**

3.00

**Description:**

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment;



quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1. Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2. Classify medical error and identify means to reduce risk and/or take effective corrective action. 3. Explore sense-making and its applicability to transformational change in healthcare quality. 4. Identify leadership strategies for establishing an organization-wide culture of safety. 5. Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6. Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7. Apply reliability principles to performance improvement in complex systems. 8. Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

– HLTH-835 Healthcare Marketing and Communication

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

As the healthcare industry continues to be highly competitive, and as health-related information becomes more available through television and the Internet, healthcare organizations are challenged to communicate their messages more aggressively and in new ways to their key audiences. This course enables students to learn about the nature of those audiences as well as healthcare marketing and communications, with emphasis on designing and conducting market research, identifying market segments and their unique characteristics, selecting promotional strategies and tactics for reaching target audiences, and developing marketing plans.

– HLTH-838 Organizational Change in Healthcare

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

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– HLTH-842 Global Health

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

The health and wellbeing of people throughout the world are challenged by many factors. To highlight those factors and what is being done to address them, this course focuses on global health problems and needs, including those related to infectious and chronic diseases, injuries, mental illness and substance abuse, and complex emergencies such as natural disasters and war, with particular attention to women, children and families. It also review critical global health-related policy issues such as poverty, population growth, the food and nutrition crisis, water wars, environmental degradation and climate change. Among the assignments, students write papers on specific global health problems and needs and identify healthcare and health-related organizations and financial resources in selected countries that are addressing the problems and needs. The course closes by examining the challenges of how to prioritize the deployment of scarce resources and mobilize citizens, governments and for-profit and non-profit organizations to enhance people's health and wellbeing and save civilization.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

– HLTH-880 Directed Individual Study

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.00- 3.00

**Description:**

This is a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Dean of Academic Affairs prior to registration.

– HLTH-885 Healthcare Internship

**Prerequisites:**

Take HLTH-701;

**Credits:**

0.00- 3.00

**Description:**

The internship enables students to learn about important aspects of healthcare by working in a healthcare organization. It is intended for students who do not have professional experience in the U.S. healthcare system as well as students who already work in healthcare and seek to gain exposure to other areas of the system. For all students, the internship provides networking opportunities for future career development. The internship requires each student to: work with a healthcare faculty member to identify opportunities and secure an internship in a healthcare organization; complete 400 hours of supervised work in that healthcare organization; attend classes to examine relevant aspects of the internship; and report on the lessons learned from the internship and how they could be applied in the student's future professional endeavors.

– HLTH-890 Healthcare Strategic Management

**Prerequisites:**

This course is the capstone of the MHA Program and should be taken in the last semester of coursework. MHA and MBA/HLTH students only.

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues and challenges facing the organization. This capstone course for healthcare explores the essential elements of strategic management: the foundation (including Systems Thinking), strategic analysis, and strategy development and implementation. Using Futurescan and provocative case studies, students: conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and threats/challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and action steps to address the issues. For the final project, each student develops a strategic plan for a healthcare organization or conducts a research project on a healthcare organization or strategic issue of particular interest (e.g., mergers and acquisitions in healthcare). Fundamentally, this course focuses on applying strategic and systemic thinking in diagnosing organizational circumstances and developing strategies for "what to do next."

## Information Systems and Operation Management

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If

Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data.

Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– ISOM-851 Supply Chain Management: Design and Analysis

**Credits:**

3.00

**Description:**

Introduces the fundamental principles and concepts for effective management of supply chains via performance drivers such as procurement, facilities, inventory, transportation, and pricing. No company can do better than its supply chain, a complex network of organizations that collaboratively manage transformation processes to deliver final products/services to customers. Managing a supply chain is a tremendous challenge for most firms which, paradoxically, can also be a crucial source of competitive advantage. This is also a "how-to" course with an extensive use of Excel for supply chain managers and analysts who can benefit from experiencing hands-on familiarity with modeling supply chain applications along with data analysis and interpretation.

– ISOM-861 Project Management

**Credits:**

3.00

**Description:**

Introduces the basic principles, tools and technique of the Project Management Life Cycle with practical real-life examples and scenarios. The basic concepts will be studied within the framework of the Project Management Book of Knowledge (PMBOK (R)Guide) guidelines set forth by the Project Management Institute (PMI). Other project management framework will be described though not in detail. The course will attempt to help students understand the relationship between good project management and successful software management, development and implementation, and the best practices at each stage of project planning, execution, control and closure. The course will also help build skills to research, analyze and report project management case studies that illustrate the topics covered in this course. PMP(R) and (PMBOK(R)Guide) are registered marks of the Project Management Institute, Inc.

– ISOM-910 Directed Individual Study

**Prerequisites:**



**Instructor Permission****Credits:**

3.00

**Description:**

This elective course option involves a student initiated written proposal to a willing and appropriate full-time faculty member for a directed study project. The project should be completed during one semester. The faculty member and student must concur on a written proposal, final project and grading criteria. Approval by the Department Chair and the Dean is necessary before registration.

**– ISOM-920 ISOM Internship****Prerequisites:**

Approval of the student's Program Director and ISOM Department chair required.

**Credits:**

0.00- 3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the department chair and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either information systems, operations management, or business analytics. A final written report and presentation are mandatory if this course is taken for credit. Offered every semester.

**– SBS-604 Data Analytics****Credits:**

3.00

**Description:**

This course introduces students to the concepts and applications of data analytics on large data sets for managerial decision making. Students will learn foundation skills needed to extract valuable information out of data, including various

descriptive and predictive analytics techniques. Students develop knowledge of data visualization and interpretation coupled with conveying data, results and insights. Issues on data acquisition, storage and management will be discussed.

## International Business

– ACIB-872 International Accounting

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Imparts an understanding of differences among nations in approaches to disclosure and choices of accounting measurement systems. Students learn about the influence of the IASB and IOSCO on multinational accounting harmonization, contrasting historical cost/purchasing power accounting with other accounting approaches, including current value accounting. Students will assess how differences in industrial and ownership structures affect accounting performance measurement. Students will also analyze risk management, accounting for derivative contracts, consolidation accounting, budgetary control, and transfer pricing in a multinational company.

– BLLS-830 Managing in the International Legal Environment

**Prerequisites:**

MBA 680 or MBA 730

**Credits:**

3.00

**Description:**

Examines the complex interactions among legal, political, economic and cultural forces. Students discuss contemporary international conflicts in the areas of trade, expropriation, political risk analysis, foreign direct investment, anti-dumping

and countervailing duty laws, export control laws, extraterritoriality and taxation of income.

– MGIB-835 International Strategy

**Credits:**

3.00

**Description:**

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

– MGIB-837 Strategic Context of International Business

**Credits:**

3.00

**Description:**

This course focuses on the institutional and policy contexts in which businesses develop global strategies. It expands the understanding of global contextual factors impacting business, in order to gain deeper local, national, and global perspectives on competition. The course pays particular attention to social and political dimensions of strategy that are an essential component for superior performance in the contemporary world but receive little consideration in standard strategic analysis, such as trade protectionism, political risks affecting foreign direct investment, the use of the law as a competitive tool, government regulation, lobbying, and corporate social responsibility.

– MGIB-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

– MKIB-812 Global Branding and Communication Strategies

**Prerequisites:**

Take MBA 660;

**Credits:**

3.00

**Description:**

In many firms, the brand or portfolio of brands has become the most valuable asset requiring strategic management in order to secure the goals of the organization. Hence, developing strong brands for markets around the world has become increasingly important in today's global economy. This objective of this course is to examine appropriate theories, models and other tools to help make branding and communication decisions for brands globally. The course presentation will combine lectures, case studies, guest speakers and a semester long, team-based project.

– MKIB-817 International Marketing

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

– MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

## Marketing

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-855 Digital Marketing Challenges

**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The foundational course in the digital marketing track this course focuses on the consumer of digital media and five big picture marketing strategy challenges confronting marketers in the new digital (mobile +social) marketing era. Challenge 1: Marketing to a smarter, more engaged, empowered consumer; Challenge 2: Marketing to a networked, collaborative, and more social consumer; Challenge 3: Marketing to a more distracted and fickle consumer; Challenge 4: Marketing to a unique, individual consumer; and Challenge 5: Marketing to prosumers or producer-consumers. The course takes on these big picture challenges thorough a deep engagement with and critical analysis of readings and cases. Given this focus the course demands thorough preparation for class and active engagement in the class discussion. The evaluation is assignment and project based.

– MKT-910 Directed Study in Marketing

**Prerequisites:**

MBA 660

**Credits:**

1.00- 3.00

**Description:**

A student proposes a directed study project, generally for three credit hours and completed during one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

– MKT-920 Marketing Internship**Prerequisites:**

SBS-700, MBA-615, MBA-625 and Instructor's approval.

**Credits:**

3.00

**Description:**

A semester long internship in a company, non-profit organization, or public agency in the Boston Metropolitan area, usually requiring the equivalent of at least one day per week on site. The internship project is described in a written proposal agreed upon by the company sponsor and faculty members. The intern must complete a mid-semester progress report, a final report and/or presentation.

– MKIB-817 International Marketing**Prerequisites:**

MBA 660

**Credits:**

3.00

**Description:**

The application of marketing principles and practices to competition in global markets. The course emphasizes the skills necessary for cross-cultural marketing.

## Organizational Behavior

– MGOB-810 Emotional Intelligence

**Credits:**

3.00

**Description:**

This course introduces learners to the concepts of Emotional Intelligence (EI). Learners will assess their own EI, examine how their EI impacts their performance in the workplace, and develop a plan to improve their own emotional intelligence. In addition, learners will study how EI concepts are applied in organizations via their use in selection, training, management development, coaching, and performance evaluation.

– MGOB-855 Conflict & Negotiation

**Credits:**

3.00

**Description:**

This course emphasizes the theory and skills of win-win negotiation. Students assess their own negotiation styles, analyze the process of negotiation, and apply theory-based skills for integrating problem solving approaches to negotiation. The course utilizes a mix of teaching tools, including readings, lectures, cases, exercises, videotapes, and role-playing.

– MGOB-866 Managing Failure for Success

**Credits:**

3.00

**Description:**

This course brings to light one of the most important yet vastly unmentionable topics of management: Failure. We will examine various aspects of failure from a sense making perspective at the organizational and individual levels, within emphasis on the latter. Examples of course questions include: What is failure? How do I usually handle it? Can I change if I want to? How? We will adopt an action learning pedagogical perspective so that students may enjoy the difference between mere knowing and understanding of material, on the one hand, and acting



upon their understanding, on the other hand, to detect and possibly correct their frameworks for personal groundings, meaning-making, and failure handling strategies. There are no formal academic prerequisites for the course, except a desire for personal mastery and a white belt mentality.

## Public Administration including Nonprofit Management

### – P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

### – P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

### – P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly uses statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

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– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

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– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00

**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and

organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-811 Politics of Federal Bureaucracy

**Credits:**

3.00

**Description:**

Instructor's signature required for registration. Students examine the interrelations among the federal executive, Congressional committees, constituency groups, and federal administrative agencies in the formulation and implementation of federal policies. Also discussed are managerial functions (e.g., personnel regulations, program evaluations, and intergovernmental design). This course includes a 3-day travel seminar to Washington D.C.

– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-816 Seminar in Public Policy

**Credits:**

3.00

**Description:**

This is an intensive analysis of selected public policy challenges. Using a combination of case studies, theoretical writings, and real-time intelligence and reports, students discuss and compare the substance, practices, and impacts of contemporary public policy issues. Through this examination students will consider operations and methodologies used to understand and tackle public policy systems analysis. Examples are used to demonstrate how these analytical methods can be used to make more informed policy decisions and assessments. Topics for this course will vary and students may take this course more than once as long as the topic (title) is different.

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such

as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-823 The U.S. Health System

**Credits:**

3.00

**Description:**

An introduction to the health system, its origins, its components, and how they are organized and interrelated; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation, and social responses to the system.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00

**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

— P.AD-832 Health Policy**Credits:**

3.00

**Description:**

Students examine disability issues of health, mental health, substance abuse, special education, long-term illnesses including HIV/AIDS, sensory impairments, and early-life and end-of-life issues, including genetics.

— P.AD-838 Ethics in Public Service**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

— P.AD-839 Leadership and Decision Making in Action**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

– P.AD-840 Comparative Public Policy

**Prerequisites:**

Registration requires instructor approval

**Credits:**

3.00

**Description:**

An opportunity will provided for students to research, experience, analyze, and compare public policy development and implementation in the United States, and in other nations like Dublin, Ireland, and San Juan, Puerto Rico. The course consists of classroom lectures and independent research on the Suffolk campus as well as at a university related center in another country. Students may pick their specific research topics from a variety of public policy and program subject areas. This course may be taken twice, for a maximum of 6 credits.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00



**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

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– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

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– P.AD-890 Strategic Management

**Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

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– P.AD-900 Special Topics

**Credits:**

3.00

**Description:**

When offered this course focuses upon a special topic in the field of public administration. The course may be retaken for credit when the topics differ. Courses are wither three or 1.5 credits. Examples of 1.5 credit courses are: lobbying, housing, transportation, and managed care.

– P.AD-910 Individual Study in Public Service

**Credits:**

1.00- 6.00

**Description:**

Instructor and Dean's Approval required for registration. This elective course option involves a student- initiated proposal to a willing and appropriate faculty member for a directed study project. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary prior to registration.

## Strategic Management

– MGES-848 Green and Sustainable Business

**Credits:**

3.00

**Description:**

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the "greening" of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business

relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

– MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

– MGSM-834 Mergers and Acquisitions

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial

motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

– MGT-910 Directed Study in Management

**Credits:**

3.00

**Description:**

A student proposes a directed study project, usually for three credit hours and to be completed in one semester. The student and faculty advisor must concur on a written proposal and final report, and the project must be approved by the Office of the Dean prior to registration.

– MGT-920 Management Internship

**Prerequisites:**

Approval of the MMS Program Director or Management and Entrepreneurship Department Chair required. MBA students may not take this course.

**Credits:**

3.00

**Description:**

The internship is a semester-long, hands-on, practical learning experience in a company or non-profit organization. It usually requires the equivalent of at least one day per week on site. The site cannot be a firm where the student is already employed, unless the internship is confirmed to be related to the degree, substantially differentiated from the student's current work, and sponsored by a different department or division. The internship project is described in a written proposal agreed upon by the company sponsor and sponsoring faculty member, and it includes degree-related and career-related learning outcomes. The intern completes several written reflection assignments, a final report, and a presentation.

## Taxation

- TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

- TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

- TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

- TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00



**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

– TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

– TAX-910 Individual Study in Taxation

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

1.00- 3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

– TAX-920 MBA Graduate Internship

**Prerequisites:**

SBS-700, MBA-615, MBA-625, MBA-635, MBA-640, MBA-650 MBA-660, and Instructor's approval. Limited to MBA students only.

**Credits:**

3.00

**Description:**

Provides a hands-on, practical learning opportunity for a student-initiated experience at a domestic or international organization. Students work closely with the MBA advisor and faculty advisor regarding career-related learning outcomes. Over the course of a semester, students collaborate with their corporate internship supervisor and complete projects in either accounting, business law and ethics, entrepreneurship, finance, international business, strategy or tax. Offered every semester.

## Advising

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their advisor.

The MBA Programs Office assists all prospective, current, returning MBA students, and MAPS students with their programs of study. Questions can be directed to the MBA programs office.

MBA students have five (5) years to complete their degree.

## **Waiver/Transfer**

### **Waiver Policy**

Core courses may be waived. Required MBA Courses (SBS 700, MBA 701, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus only, with prior arrangements. All MBA students must complete a minimum of 36 credits in the Sawyer Business School.

Six (6) credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

### **Students Who Leave Boston Before their Degree is Complete**

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. You may be able to transfer in six credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

## **Transfer credits from the Moakley Center for Public Management's certificate programs to the MBA**

Students who have completed a certificate program through the Suffolk University Moakley Center for Public Management may transfer a maximum of 12 elective credits to the MBA or the MBA/Nonprofit elective portion of the MBA degree. Graduate course transfers may be considered for students who completed a P.AD 800-level graduate course equivalent, receiving a "B" or better within five (5) years prior of entering the MBA program. Applicants must successfully complete the certificate prior to enrolling in the MBA and cannot be enrolled in two (2) programs at the same time. Applicants must also meet MBA admission standards. All transfers are reviewed on a case-by-case basis by the MBA Programs Office.

## **MBA Online Concentrations Archive 2018-2019**

### **Accounting Principles Concentration**

The coursework in this concentration emphasizes practical knowledge of key accounting principles and lays the groundwork for CPA\* or CMA exam preparation. Graduates with the MBA Concentration in Accounting Principles will graduate prepared to lead successful careers in governmental or for-profit/not-for-profit controllership.

\*While this program lays a foundation for the CPA exam, it will not necessarily give you all of the educational requirements needed to sit for the exam. Visit [NASBA.org](https://www.nasba.org) for more information on requirements.

Note: If a student has not taken or waived MBA 640 they can count either ACCT 800 or ACCT 804 in place of MBA 640 and chose an additional course from the elective list.

### **Required Courses (2 courses, 6 credits)**

– [ACCT-800 Graduate Financial Accounting I](#)

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-804 Cost and Managerial Accounting

**Credits:**

3.00

**Description:**

Examines the concepts and practices of cost measurement: variable costing, cost-volume-profit analysis, goal setting and performance monitoring, standard costing, and variance analysis. Students learn how to prepare a financial plan for a business by constructing operating, working capital, and capital budgets. Students study and practice Excel skills and how those are used to build a financial plan, analyze the sensitivity of the financial plan to different changes, examine performance, and measure and control overhead costs. Students study data analytics techniques and perform analyses in support of decisions, such as pricing, setting product line and customer profitability policy, sourcing of products and services, and matching costing systems to strategy. For MSA, GCA, & MST students this is the first managerial accounting course you will take. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

## **Elective Course (1 course, 3 credits)**

Choose one elective from the following list:

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

– ACCT-805 Auditing and Assurance Services

**Prerequisites:**

ACCT-800 or MBA-640

**Credits:**

3.00

**Description:**

Introduces the field of auditing, with a concentration in auditing historical financial statements in accordance with generally accepted auditing standards, and some exposure to auditing the internal control over financial reporting of large public companies. Covers the environment, standards, regulation, and law of auditing in the US, with some exposure to the international environment. Covers audit planning, risk, and materiality assessments, audit evidence, evaluation of internal control, documentation, and audit reports. Includes researching and resolving practice-oriented problems and practice in using computer-assisted audit techniques and electronic confirmations.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

## **Business Intelligence Concentration**

In order to survive in our competitive, modern economy, organizations need to manage various data resources, analyze data and visualize the results to improve performance management, optimize customer relations, monitor business activity, and support decision making. The market has a high demand for professionals with a solid understanding of data management and analysis, up-to-date knowledge on practical tools to solve business problems in various functional areas, e.g. marketing, finance, accounting and healthcare.

## **Required Courses (2 courses, 6 credits)**

– ISOM-821 Data Management and Modeling

**Prerequisites:**

This course was formerly ISOM-815

**Credits:**

3.00

**Description:**

Introduces the importance of information as an organizational resource, role of big data in organizations, and the application of tools to provide high quality information. Students will be able to select the most appropriate data management tool (e.g., SQL vs. non-SQL databases) to business scenarios. Develops the skills needed to succeed in today's big data environment through the application of data management techniques, cases and exercises. Students will become proficient in designing databases using entity relationship modeling and normalization, in building and querying databases of various sizes with Access and SQL (an industry standard), preparing high quality data and applying data visualizing techniques. Students will complete a series of business-oriented hands-on exercises, prepare cases, and complete projects on database design and big data.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

## **Elective Course (1 course, 3 credits)**

Choose one elective from the following list:

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.



– ISOM-825 Enterprise Data Management

**Credits:**

3.00

**Description:**

Provides students with an understanding of the nature of enterprise integration and enterprise software, business process reengineering, the implementation within organizations, and strategies for maximizing benefits from enterprise systems. To manage complex business processes in today's multi-national, wired and wireless world, firms need integrated software packages to manage their global business. Enterprise Resource Planning (ERP) systems are used to support a wide range of business functions for all companies across industries. With ERP systems, business managers are able to make decisions with accurate, consistent, and current data. Intensive lab projects on the SAP ERP System with real life business scenarios are utilized to reinforce understanding of enterprise systems functionality and business process concepts.

– ISOM-840 Security and Privacy

**Credits:**

3.00

**Description:**

Introduces the fundamental principles of information and big data security. Security vulnerabilities, threats and risks will be analyzed. Common types of computer attacks and counter-attacks will be identified. Security technologies such as biometrics, firewalls, intrusion detection systems and cryptography systems will be applied in conjunction with human based safeguards. Business continuity and disaster recovery planning will be covered. Students will then learn how to design and build a layered security defense combining several of the above controls to address the different challenges to data security. The managerial concerns of security and privacy of information will be stressed including the legal and privacy issues. Best practices for planning and auditing security and privacy will then be covered.

## Competency and Skill Development

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<b>Management Skills</b>	Utilize communication and presentation skills to help present results in a meaningful and intuitive way.
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<b>Data Management Skills</b>	Design database, retrieve data from business processes, and address security concerns of data management.
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MS Excel, MS Access, SQL, ERP system, Data Warehouse, security/privacy protection

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<b>Data Analysis and Visualization</b>	Analyze data and visualize analyzed results.
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SPSS, Tableau, SAP Lumira, MS Excel

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## Potential Career Paths

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<b>Data Analyst or Business Analyst in various sectors (e.g., healthcare, investment, government, and retailing)</b>	Graduates have worked in healthcare, investment, government, and retailing.
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<b>Business Consultant, Business Application Developer, Project Manager</b>	Graduates have worked as sales commission analyst (Nuance Communications), business and engineering manager (Dell EMC), business solution analyst (Boston Bruins), Application Analyst (Partners Healthcare).
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## Creative Disruption: Entrepreneurship for New and Existing Businesses Concentration

Students may select three (3), from this list of seven (7) courses, that can be combined to provide actionable knowledge about creativity, innovation, and organizational change all in an entrepreneurial context of creating something new and valuable.

## Required Courses (3 courses, 9 credits)

Select three (3) courses from the following list:

— MGES-800 Business Startups

**Credits:**

3.00

**Description:**

In this introductory course you will learn a deliberate process of opportunity recognition. You will learn how to generate ideas that fit within your and your team's mindset, as well as your knowledge, skills and abilities intended to improve the likelihood of success. Once your opportunity is identified, you will determine its level of feasibility from the conceptual stage, industry and competitive analysis, through legal and financial risk areas, leading to a "go or no go" decision. Topics include the individual and team mindset, identifying, growing and seizing opportunities, the founder and the team, and growth strategies. Financial topics include verifying the cost structure, making credible assumptions, identifying financial needs and sources, and preparing forecast financial statements, leading to a final presentation pitching the feasibility of your opportunity.

— MGES-802 Corporate Entrepreneurship

**Credits:**

3.00

**Description:**

Corporate entrepreneurship refers to alternative approaches that existing firms use to innovatively generate new products, new services, new businesses and new business models. This course emphasizes the cultivation of each student's ability to evaluate innovations and business models for development in a corporate setting. It emphasizes various kinds of internal corporate ventures and multiple "external" collaborative approaches that include corporate venture capital investments, licensing and different types of alliances and formal joint ventures. Special emphasis will be placed on skills needed to promote and manage corporate

entrepreneurship, including opportunity recognition, selling an idea, turning ideas into action, developing metrics for venture success and strategies for aligning corporate entrepreneurial projects with company strategies and growth opportunities and managing the conflicts that may arise between existing businesses and corporate entrepreneurial ventures. Students will also learn to identify the elements of an organization's culture, structure and reward and control systems that either inhibit or support the corporate entrepreneurship, and analyze how corporate entrepreneurial activities relate to a company's ability to drive innovation throughout the organization.

– MGES-810 Social Entrepreneurship

**Credits:**

3.00

**Description:**

Social entrepreneurship is about applying innovative financial and operational solutions to ameliorating intractable social problems such as health care, education, poverty, climate change and human rights. This course will not only introduce you to the issues and challenges faced by social entrepreneurs the world over, but will also focus on the various business models adopted by social enterprises. The class will be case-based (2 books) with two short exams, one additional book to read, and an out of class project (individual or group--your choice).

– MGES-842 Global Innovation & New Product Development in Virtual Team

**Credits:**

3.00

**Description:**

Corporations place high importance on innovation and new product development for competitiveness and profitability. Since many companies are operating in a global environment, there's a need to find ways to harness the talent of people at multiple locations. This course is designed to teach global innovation and new product development using "virtual team and connectivity" techniques involving multiple locations/countries, while equipping students with the necessary knowledge, expertise and capabilities towards this goal. This course may also be conducted with Suffolk Law School students.

– MGES-843 Business Opportunities Using Design Thinking and Biomimicry

**Credits:**

3.00

**Description:**

Ever wonder what great breakthroughs are on the horizon to improve business thinking, processes, products, and services? If you have, this course is for you. We will learn about how businesses are using principles of design thinking and biomimicry to create entirely new ways of meeting the challenges of modern business: those are, needs to reduce costs, increase revenues, minimize waste & energy use, maximize novel approaches, & meet consumer and business needs. You may recognize the term "design thinking" if you are a follower of Apple, Inc. which has used this process in the development of all of their products and services over the past 15 years. Biomimicry principles are those that seek their inspiration from nature; after all, nature has been problem-solving for 3.8 billion years -- surely there is something to learn from this to be adapted to solving modern challenges. The course will be both conceptual and practical with various experiential learning opportunities.

– MGES-848 Green and Sustainable Business

**Credits:**

3.00

**Description:**

Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises vendors and partners to pay attention to these concerns also. Consequently, the "greening" of Small Business is of utmost importance as many small businesses are a part of the supply chains of larger companies. And improving their performance can strengthen the business relationships of all parties by becoming cleaner, greener and sustainable businesses. This course will cover all aspects of green and sustainable business from innovation to new products to greening of the supply chain. It will cover how small and large businesses like General Electric, General Motors and others are paying

attention to this very critical topic and taking actions which benefit the environment as well as their bottom lines and thus creating entrepreneurial opportunities in this growing market.

– MGES-890 Special Topics: Crowdfunding

**Credits:**

3.00

**Description:**

This advanced course is held in an experiential setting to help entrepreneurial-minded students, managers, etc. develop and practice their business skills working with real startups or small business under pro bono consulting arrangements. This course will be under the supervision of a faculty member, coach and advisor. Students will learn to assess client situations, develop alternatives and identify and defend solutions, at times within the client organization. This course is offered as a joint practicum with Suffolk Law School or as an independent study.

## Competency and Skill Development

<b>Detecting</b>	Information search, analysis.
<b>Designing</b>	Creation of value for stakeholders.
<b>Deploying</b>	Taking action to initiate change.

## Potential Career Paths

**Small Business Owner or Manager**

- Bringing innovation to corporations, small business, or family business.
- Managing a company's green and sustainable practices.
- Working for or starting a social enterprise.
- Working for or starting a new business.

**Finance****General Finance Concentration**

Finance is evolving quickly, and you want to do more than just keep pace. You want to be at the forefront of change, ready to lead. With this concentration, you'll explore areas such as corporate finance, portfolio management, investment banking, and international finance.

**Required Course (1 course, 3 credits)**

– FIN-808 General Theory in Corporate Finance

**Prerequisites:**

Take MBA 650

**Credits:**

3.00

**Description:**

This course extends the body of knowledge acquired in MBA 650. Students expand knowledge of dividend theory, capital structure theory, capital budgeting, long-term financing decisions, cash management and corporate restructuring, market efficiency, and risk and liability management.

**Elective Courses (2 courses, 6 credits)**

Choose two (2) electives from the following list:

– FIN-810 Investment Analysis

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine markets for investment procedures, valuation models, basic analytical techniques, and factors influencing risk/return tradeoffs. This course emphasizes the professional approach to managing investment assets. A variety of investment vehicles are discussed, including stocks, bonds, options, and futures.

– FIN-812 Capital Budgeting

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students examine techniques and decision-making rules for the evaluation and selection of long-term investment projects by corporations and the interaction of investment and financing.

– FIN-814 Options and Futures

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students explore the pricing of options and futures contracts, the characteristics of the markets in which these contracts are traded, options and futures strategies, and the application of these contracts in the hedging of financial positions. In addition,



students are exposed to swap markets and a variety of swaps.

– FIN-816 Risk Management in Banking and Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

The course introduces students to the structure and management of international financial-services firms and methods through which financial institutions manage risk. The course discusses tools for identifying, measuring, evaluating, and managing risks, such as interest rate, credit, foreign exchange, liquidity, market, sovereign, and operational risk. The course also introduces key regulations and discusses important ethical issues in the financial-services industry.

– FIN-818 Financial Econometrics

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

Students are introduced to mathematical statistics and basic econometrics. They study fundamental econometric tools as well as hypothesis testing, analysis of variance, linear regressions, simultaneous equations, and models of qualitative choice.

– FIN-825 International Finance

**Prerequisites:**

MBA-650

**Credits:**

3.00

**Description:**

This course covers corporate financial decisions in an international setting with a focus on foreign exchange management and capital budgeting.

— FIN-881 Real Estate Finance

**Prerequisites:**

Take MBA-650;

**Credits:**

3.00

**Description:**

Students are introduced to the language and principles of real estate. Includes an overview of decision-making in the field, with particular emphasis on investment and asset management.

## Competency and Skill Development

<b>Analytical/Critical Thinking</b>	Students will learn to use the financial tools and methodologies to develop and sharpen their critical thinking skills so that they can approach any challenge systematically and with creativity.
<b>Problem Solving</b>	Students will develop problem solving skills that will assist them in meeting the needs of their organizations and supporting shareholder value creation.
<b>Decision Making</b>	Any financial or non-financial institution requires sound decision making to ensure that it can thrive financially while limiting its risks. Finance students will learn how to weigh the appropriate options and make the best decision possible.

## Potential Career Path

<b>Financial Analyst</b>	Financial Analysts advise businesses and individuals on investment decisions. They do this by evaluating stocks, bonds and other investment opportunities.
<b>Risk Manager</b>	Risk Managers identify and analyze potential risks that can threaten the assets and financial health of an organization.
<b>Investment Banker</b>	An Investment Banker assists corporations with services that include mergers and acquisitions, corporate restructuring, investment opportunities, or financing.

## Marketing

### Marketing Concentration

Marketing has become a rapidly evolving field with the onset of globalization, new technologies, and modern lifestyles. Having expertise in areas such as consumer behavior, strategy, and research methods can increase your marketing career opportunities.

### Required Courses (3 courses, 9 credits)

– MKT-810 Marketing Research for Managers

**Prerequisites:**

MBA-625, OR SBS-604, OR MBA-622; AND MBA-660

**Credits:**

3.00

**Description:**

This course explores the role of research in marketing decision-making, including the cost and value of information. The course uses cases and problems to explore problem definition, research design, sampling, questionnaire design, field methods, data analysis and reporting.

– MKT-814 Strategic Marketing

**Prerequisites:**

**MBA 660****Credits:**

3.00

**Description:**

This course is designed to provide you with both a sound theoretical and an applied approach to developing and implementing marketing strategy at multiple levels of the organization - corporate, division, strategic business unit, and product. Special emphasis will be placed on dealing with contemporary marketing issues in the highly competitive global environment. The course presentation will combine lectures, case studies, guest speakers, and a semester-long, team-based project.

– MKIB-819 Global Perspectives in Consumer Marketing

**Prerequisites:**

MBA-660 (previously or concurrently)

**Credits:**

3.00

**Description:**

A key to successful marketing is cracking the code of consumer behavior. The scope of this course is analyzing consumer behavior both at home and abroad, particularly contrasting the emergent markets in the East with more established Western markets. This comparison highlights issues such as the role of consumption in negotiating modernity while honoring tradition, responses of consumers to innovations, the role of social class and status in consumption, and value placed on authenticity in different cultural milieus. This course is constructed in three modules. The first focuses on the globalization of consumption, the second on the adoption and consumption of innovations, and the last on special topics in cultural and cross-cultural studies.

**Strategic Management****Strategic Management Concentration**

This concentration gives you the tools to understand and analyze business organizations in a holistic way as they relate to their competitive and institutional contexts. You will understand how firms mobilize and reinvent their resources, outperform competition, and deliver superior performance to shareholders and other key stakeholders.

## Required Courses (3 courses, 9 credits)

Choose three (3) from the following list:

– MGSM-800 Business Consulting

**Credits:**

3.00

**Description:**

This course prepares you for the practice of consulting either within the organization or as an external consultant. Topics include: The practice of consulting, finding opportunities, managing the consulting firm, facilitating the consulting engagement including by focusing on client problems, and review of popular models and tools for problem solving.

– MGSM-833 Corporate Innovation

**Credits:**

3.00

**Description:**

This course is designed to provide you the tools to analyze your organization's competitive situation and develop innovative strategies and proposals that disrupt your competition and are game changers for your industry. You will also learn how to develop blue ocean strategies that create new growth opportunities and bring new customers into your industry. Next, you will learn how to assess existing business models and design business models supportive of your overall innovation-based strategy offerings. Lastly, you will learn how to access and leverage external sources of innovative ideas through the processes of open innovation, including crowd sourcing and co creation and their application in diverse industry settings.

– MGSM-834 Mergers and Acquisitions

**Prerequisites:**

**MBA-650****Credits:**

3.00

**Description:**

This course is designed to examine the underlying theoretical foundations and practice of decisions central to corporate strategy development. Since this subject is important to scholars in strategic management, financial economics, and public policy, it is approached from an integrative, interdisciplinary perspective. Topics include: the history of merger waves in America and comparative global trends; types of mergers; merger financial and economic motives; strategic and managerial motives; acquisition processes; synergy of the diversified corporate portfolio; empirical evidence of merger success; post-merger integration; divestment; takeover defense strategies; leveraged buyouts; and public policy issues. Students will develop conceptual and analytical skills required for effective merger and divestment analysis through class lectures, selected readings, case discussions, and guest speakers.

**– MGIB-835 International Strategy****Credits:**

3.00

**Description:**

This course addresses the creation of competitive advantage in a multinational firm. Topics include: analysis of the nature of globalization, the formulation and implementation of international strategy, market entry and organizational forms, and the management of global operations.

**Competency and Skill Development****Higher-order Thinking**

The ability to imagine the future and how the firm will fit that environment.

Ability to think and make decisions cross-functionally and holistically.

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<b>Industry Analysis</b>	Understanding the external context of strategy – local and global.  Competitive dynamics; Competitor analysis.
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<b>Company Analysis</b>	Vertical, horizontal, spatial and geographic scope.  Resources and capabilities; key areas of the value chain; innovation.  Stakeholder management.
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<b>Institutional Analysis</b>	International differences, forces, and opportunities.  Nonmarket context.
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## Potential Career Paths

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<b>Management Consulting Positions</b>	Analysis and advice to client companies on major strategic issues and decisions.  Opportunities in specialized firms and consulting arms of major audit firms.
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<b>Analysis of Investment Prospects</b>	Analysis of performance prospects of potential investment targets; share or bond purchases, venture capital investments, loan guarantees, etc.  Opportunities in the financial services industry; banks, VC firms, fund management, etc.
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**Entrepreneurial Ventures** Development and execution of business and strategic plans; strategic decision-making.

Opportunities in startup and corporate ventures; venture capital firms.

**Corporate Management** Analysis, formulation and implementation of firm-level strategies.

Opportunities in corporate entrepreneurship.

## Accelerated MBA for Attorneys Archive 2018-2019

The Accelerated MBA for Attorneys is open to graduates of ABA-approved law schools and offered at all MBA sites and fully online. Students in their final year of law school (third year day students/fourth year evening students) can apply for provisional acceptance into this program, however, acceptance is conditional upon satisfactory completion of the Juris Doctor (JD) or equivalent degree. The GMAT exam is waived with documentation of the LSAT. The Accelerated MBA for Attorneys consists of 37 credits.

Sawyer Business School coursework is completed on either a full- or part-time basis, on campus or online. Students who have completed prior undergraduate or graduate level business school coursework may also be eligible to substitute MBA electives for required core courses.

### Total Required Credits: 37

### Contextualize: from Boston to the World (4 Credits)

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**



SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## **Core Courses\* (15 Credits)**

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations,

capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

**Understand Business Fundamentals (9 Credits)****– MBA-720 Collaborate (Ethics, Teams, & Project Management)****Credits:**

3.00

**Description:**

This course teaches students three essential ingredients of Collaboration: Ethical Decision Making, How We Work Together, and Managing Projects. Ethical decisions are key to a company's success, its reputation, value, profitability, strategy, morale, and ability to recruit talent. Workplace behavior matters and will be examined from the perspective of leadership, critical conversations, decision making and teams. Project management is important in the context of today's complex, high-pressure work environments that thrive through collaboration and the ability to make disparate groups gel and produce quickly. This course will contain experiential components relating to Boston's world-class industries.

**– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law****Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

## **Construct the Big Picture (6 Credits)**

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## Lead and Implement Change (3 Credits)

### – MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## Concentrations

Accelerated MBA for Attorney students who waive MBA core courses must substitute with an elective from within the Sawyer Business School. If at least 9 credits of core courses are waived, students may declare a concentration with 3 electives from the same functional area.

## Advising

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA Programs advisor.

## Waiver Policy

If core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650, and MBA 660) are waived, student must substitute with an MBA elective.

If a 1.5 credit core course is waived, student may complete an independent study for 1.5 credits.

Students in the Accelerated MBA for Attorneys must complete a minimum of 37 credits in the Sawyer Business School.

## Accelerated MBA for CPAs Archive 2018-2019

**Total Required Credits: 36 to 51**

**Contextualize: from Boston to the World (5 Credits)**

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00



**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

**Core Courses\* (12 Credits)**

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations,

capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

\* May be waived.

## Understand Business Fundamentals (9 Credits)

### – MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

### – MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

### – MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

**Electives (12 Credits)**

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800 level or above (some 700 level electives are acceptable for HLTH and PAD. See elective list for acceptable 700 level courses) within the Sawyer Business School.

**Construct the Big Picture (7 Credits)**

– MBA-745 Contextualizing Values Based Decision Making.

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate

on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 Credits)**

### **– MBA-770 Leading and Implementing Change**

#### **Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

#### **Credits:**

3.00

#### **Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **Advising**

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA Programs advisor; or Sawyer Business School department chairs and faculty. Questions can be directed to the MBA programs office at [mba@suffolk.edu](mailto:mba@suffolk.edu).

Suffolk MBA students have the flexibility to combine taking core or elective courses in Boston or online. Students enrolling in an online course for the first time are strongly advised to also enroll in the New Student Orientation (NSO)- (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

## **Waiver Policy**

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA Programs advisor; or Sawyer Business School department chairs and faculty. Questions can be directed to the MBA programs office at [mba@suffolk.edu](mailto:mba@suffolk.edu).

Core courses may be waived. Required MBA Courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived. To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven years prior to MBA matriculation ("B" or better) and provide official transcripts (with English translations, if applicable). All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus only. All MBA students must, however, complete a minimum of 36 credits in the Sawyer Business School.

## **Students Entering the Suffolk MBA**

Six credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.



# MBA for Music Business Management Graduates of the Berklee College of Music Archive 2018-2019

The Sawyer Business School at Suffolk University offers an MBA Program for Music Business/Management graduates of the Berklee College of Music. Students who have appropriate credentials could waive nine (9) credits of core courses with their Berklee courses. To waive a core course, a student must successfully complete equivalent academic course work at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, with a grade of "B" or better.

Students may be enrolled full-time or part-time.

## MBA for Music Business/Management Curriculum

### Total Credits Required 36-51

### Contextualize: From Boston to the World (5 credits)

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

#### Credits:

1.00

#### Description:

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

- MBA-701 Values Based Decision Making

#### Prerequisites:

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

Nine (9) credits may be waived with the specific Berklee courses as indicated below.

May be waived with MB 301 and MB 345.

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

May be waived with MB 301 and MB 345.

– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

May be waived with MB 331, MBA 335 and MBA 337.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

May be waived with MB 341 and MB 345.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and

to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: Campus based students must take MBA 740. Fully online MBA students can either take MBA 740 or MBA 741 – Experiential Intensive.

**MBA Electives (12 credits)**

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800-level or above (some 700-level electives are acceptable for HLTH and PAD). See elective list for acceptable 700-level courses within the Sawyer Business School.

**Construct the Big Picture (7 credits)**

– MBA-745 Contextualizing Values Based Decision Making.

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with

in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**



Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 credits)**

Must be taken as late in the program as possible.

### **– MBA-770 Leading and Implementing Change**

#### **Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

#### **Credits:**

3.00

#### **Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total,

revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **Advising**

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their advisor.

The MBA Programs Office assists all prospective, current, returning MBA students, and MAPS students with their programs of study. Questions can be directed to the MBA Programs Office.

MBA students have five years to complete their degree. MBA students have the flexibility of taking core, required and elective courses in Boston or online.

Students enrolling in an online course for the first time are strongly advised to also enroll in the New Student Orientation (NSO) - (SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

## **Waiver/Transfer Policy**

### **Waiver Policy**

MBA Core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650 and MBA 660) may be waived. Required MBA Courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, with a grade of “B” or better.

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus. All MBA students must complete a minimum of 36 credits in the Sawyer Business School.

### **Students Transferring to the Suffolk MBA**

Six (6) credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

### **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

All students must complete a minimum of 34 credits in the Sawyer Business School to earn an MBA.

### **Transfer credits from the Moakley Center for Public Management's Certificate Programs to the MBA**

Students who have completed a certificate program through the Suffolk University Moakley Center for Public Management may transfer a maximum of 12 elective credits to the MBA or the MBA/Nonprofit elective portion of the MBA degree. Graduate course transfers may be considered for students who completed a PAD 800-level graduate course equivalent, receiving a grade of "B" or better within five (5) years prior of entering the MBA program. Applicants must successfully complete the certificate prior to enrolling in the MBA and cannot be enrolled in two (2) programs at the same time. Applicants must also meet MBA admission standards. All transfers are reviewed on a case-by-case basis by the MBA Programs Office.

# MBA/Health Archive 2018-2019

The Master of Business Administration/Health (MBA/Health) is offered by the Sawyer Business School in collaboration with the Healthcare Administration Department. This specialized MBA degree prepares leaders and managers who want to focus on core aspects of business, such as finance, accounting, marketing, and strategic management. Roles in the healthcare industry include healthcare delivery, pharmaceutical, biotechnology, and medical devices companies. MBA/Health students enhance their business skills, while gaining specific insight into the requirements for success in the healthcare industry.

The specialized healthcare administration portion of this degree must be completed in Boston.

## MBA/Health Curriculum

**Total Credits Required 54-60**

## MBA Curriculum

Total Credits Required: 36-51

## Contextualize: From Boston to the World (5 credits)

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making.

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of

business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course

thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

May be waived.

### – MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

### – MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00



**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several

clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: Campus based students must take MBA 740. Fully online MBA students can either take MBA 740 or MBA 741 – Experiential Intensive.

## Healthcare Specialized Courses (15 credits)

### – HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

### – HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for

bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-816 Healthcare Human Resources Management

**Prerequisites:**

TAKE HLTH 701

**Credits:**

3.00

**Description:**

The growing healthcare field is the most labor intensive employer in the United States. The purpose of this course is to introduce students to the theories, requirements and practices associated with managing human resources in healthcare organizations. The course covers both strategic and operational aspects of human resources planning and management, and it devotes particular attention to the issues that make human resources management in healthcare so challenging. Perhaps most important, the course guides students in developing practical knowledge and skills to prepare them- as healthcare leaders and managers- to successfully address human resource issues. The course will draw from a range of theoretical material and practical situations, using a variety of learning approaches and featuring guest speakers from healthcare organizations who share their experiences and perspectives from the field of human resources. The course focuses on the following topics: The changing healthcare environment and its implications for human resources management, the use of strategic human resource management to gain a competitive edge in the healthcare industry, workforce design, legal and regulatory requirements, recruitment and retention, organizational development, performance management, compensation and benefits, managing with organized labor and creating customer-satisfying healthcare organizations.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

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– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

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– HLTH-860 Leadership and Ethics in Healthcare Organizations

**Prerequisites:**

Take HLTH-701;

**Credits:**

3.00

**Description:**

This course introduces concepts and managerial views of business ethics, corporate social responsibility, and leadership practice as applied to organizational settings in healthcare.

## Healthcare Specialized Electives (6 credits)

## MBA Electives (12 credits)

Three or four electives in one functional area comprise a concentration. A concentration is not required. All electives must be 800-level or above (some 700-level electives are acceptable for HLTH and PAD. See elective list for acceptable 700-level courses) within the Sawyer Business School.

## Construct the Big Picture (7 credits)

- MBA-745 Contextualizing Values Based Decision Making.

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

– MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will

develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 credits)**

Must be taken as late in the program as possible.

### **– MBA-770 Leading and Implementing Change**

#### **Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

#### **Credits:**

3.00

#### **Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

## **Advising**

The MBA and Healthcare Administration Programs Offices provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their respective advisors or Sawyer Business School department chairs and faculty. Questions can be directed to the MBA Programs Office.

The MBA and Healthcare Administration Programs Offices assist all prospective and current MBA/Health students as well as MAPS students with their programs of study.

MBA/Health students have five (5) years to complete their degree. Suffolk MBA students have the flexibility to combine taking core or elective courses in Boston, or online.

Students enrolling in an online course for the first time are strongly advised to also enroll in the New Student Orientation (NSO)-(SBS 002 W1). It is a no-fee, zero-credit session, designed for students who have never taken an online course before. It is hosted the week prior to the start of the semester.

## **Waiver/Transfer**

### **Waiver Policy**

MBA Core courses (MBA 615, MBA 625, MBA 635, MBA 640, MBA 650 and MBA 660) may be waived. Required MBA Courses (SBS 700, MBA 701, MBA 710, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, with a grade of "B" or better. and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA Program and are waived during the student's first semester. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus. All MBA/Health students must complete a minimum of 54 credits in the Sawyer Business School.

## **Students Transferring to the Suffolk MBA**



Six (6) credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

### **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Sawyer Business School has several options available to insure completion of the Suffolk MBA. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's Assistant Dean of Graduate Programs and have a grade of "B" or better.

A student who leaves the area may also complete their Suffolk MBA portion of their degree online.

## **MBA Nonprofit Archive 2018-2019**

This specialized MBA degree prepares business leaders with focused skills in finance, accounting, strategic management, marketing, and information systems for the nonprofit sector.

### **MBA/Nonprofit Curriculum**

**Total Credits Required 45-60**

### **Contextualize: From Boston to the World (5 credits)**

Must be taken as early in the program as possible.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

– MBA-701 Values Based Decision Making

**Prerequisites:**

MBA students only

**Credits:**

1.00

**Description:**

This course teaches students ethical frameworks to lead and manage organizations that go beyond the standard legal compliance and risk management approaches, and that embrace the more inclusive principles of sustainability and corporate responsibility. This course will set forth the fundamentals of managerial ethics and will prepare students for the complex, multilevel managerial and leadership integrity challenges that corporations face today.

– MBA-710 Understanding World Class Clusters

**Prerequisites:**

MBA students only

**Credits:**

3.00

**Description:**

This first-semester MBA course introduces students to the topic of world-class clusters as a multi-level phenomenon. Beginning from the macro level of analysis and proceeding to the micro level, the course covers a panoply of concepts and frameworks for understanding why world-class clusters emerge at specific locations in the first place and then regularly succeed in transforming themselves to keep up

with and even lead the pace of change in their respective industries. In the group projects that they conduct for this course, students are expected to emulate the characteristics of high-powered teams found in world-class clusters: the course thus begins with conceptual understanding of world-class clusters and then proceeds to have students emulate the behavior that can be observed in world-class clusters.

## Core Courses (15 credits)

May be waived.

### – MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

### – MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous

examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations, capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value

**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

## Understand Business Fundamentals (9 credits)

– MBA-721 Collaborate-Teams and Project Management

**Credits:**

3.00

**Description:**

This course teaches students critical thinking and problem solving skills in the context of two essential ingredients of collaboration: leading people and teams, and managing projects. Students will learn concepts and processes that support building and launching high performing teams that can manage complex projects efficiently and effectively. Students will collaborate experientially to solve problems facing Boston's world-class industry clusters.

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– MBA-730 Innovate: Entrepreneurial Thinking, IT, And Business Law

**Credits:**

3.00

**Description:**

This course introduces students to three essential ingredients of innovation: Entrepreneurial Thinking, Information Technology in an Age of Disruption, and Law as Framework. Entrepreneurial thinking is a critical element in the creation, growth, and sustainability of an organization. In new ventures, entrepreneurs drive innovation with limited resources and within a flat organization. Information technology, strategically selected and implemented, can provide a significant, competitive advantage. Students will survey the increasingly complex, evolving, and highly competitive business environment in which ethical, legal, economic, and regulatory forces are continuously reshaping the global marketplace both to create and limit competitive opportunities. This course will contain experiential components, relating to Boston's world-class industries.

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– MBA-740 Immerse- Travel Seminar

**Prerequisites:**

Please email Hillary Sabbagh at [hsabbagh@suffolk.edu](mailto:hsabbagh@suffolk.edu) to register for a travel seminar.

**Credits:**

3.00

**Description:**

The Immersion course provides an opportunity for students to link their program work to hands-on experience and visits to real-life global companies. The highly experiential, intensive course combines classroom learning with a direct business and cultural experience. Students will work in teams directly for a client or several clients, solving real challenges, using their analytical skills, knowledge, and experience to develop feasible solutions. Required for all MBA students, the course will be offered globally or nationally to accommodate a variety of student needs.

Note: Campus based students must take MBA 740. Fully online MBA students can either take MBA 740 or MBA 741 – Experiential Intensive.

## Nonprofit Specialized Courses (21 credits)

Choose 7 courses from the following 8 courses.

– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

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– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

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– P.AD-839 Leadership and Decision Making in Action

**Credits:**

3.00

**Description:**

Students learn effective approaches to leadership by examining leadership models, styles, and strategies. Emphasis is placed on the values and ethics of successful managerial leadership in public, private, and nonprofit sectors

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– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00



**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill a nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

## Construct the Big Picture (7 credits)

### – MBA-745 Contextualizing Values Based Decision Making

**Prerequisites:**

Take MBA-701, MBA-710, MBA-721, MBA-730, and SBS-700

**Credits:**

1.00

**Description:**

This course involves synthesizing and applying the content from Values Based Decision Making through two deliverables, both of which require reflection on the MBA experience. Students will consider the external clients they have worked with in their client oriented classes and the MBA curriculum through an ethical lens. They will focus on identifying organization-based ethical issues and values, applying ethical frameworks to analyze them, and making an argument as leaders or managers for an ethical solution. This course will offer application and synthesis, taught towards the end, allowing students to creatively apply ethical perspectives to what they learned in the MBA.

### – MBA-750 Building Global Connections

**Prerequisites:**

MBA students only. SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

This course introduces students to the fundamentals of the global business environment in a way specifically relevant to innovation in world-class clusters. The course has a three-part format: 1. global business fundamentals; 2. opportunity recognition, validation and planning; and 3. experiential term group project in the elaboration of a proposed innovation. Global business fundamentals include the complexities of operating in the international economic environment, the theory

and practice of trade, the global integration and local responsiveness of the multinational firm, the internationalization decision of firms, as well as the different modes of entry.

– MBA-760 World Class Strategies

**Prerequisites:**

SBS-700, MBA-701, MBA-710, MBA-615(or SBS 603), MBA-625(or SBS 604), MBA-635, MBA-640(or ACCT 800,) MBA-650, MBA-660, MBA-720(or MBA-721), MBA-730, and MBA-745(may be taken concurrently)

**Credits:**

3.00

**Description:**

Students engage in a variety of learning activities, such as case studies, computer simulations, examinations, project reports, and most especially, experiential exercises involving competition. Students will develop a multi-functional general management perspective. The course is designed to help students integrate and apply their knowledge and techniques learned in the core courses of the MBA program into an overall view of the firm, evaluate the environment, and speculate on the future direction of the organization. Students will also learn about the principal concepts, frameworks, and techniques of strategic management, they will develop the capacity for strategic thinking, and they will examine the organizational and environmental contexts in which strategic management unfolds. This course will make extensive use of experiential activities and projects designed to get students to experience the dynamics of competition right in the classroom.

## **Lead and Implement Change (3 credits)**

Must be taken as late in the program as possible.

– MBA-770 Leading and Implementing Change

**Prerequisites:**

MBA students only. SBS-700 MBA-701 MBA-710 MBA-615 MBA-625 MBA-635 MBA-640 MBA-650 MBA-660 MBA-720(or MBA-721) MBA-730 MBA-745 MBA-750 MBA-760 (MBA 745, MBA-750 and MBA-760 may be taken concurrently with MBA 770)

**Credits:**

3.00

**Description:**

The final course in the MBA curriculum ties together the integral components of the four industry clusters, strategy and business fundamentals to the experience of leading change. Students experience the change process personally through a simulation. Students then apply their learning to an applied project based in one of the four clusters that is team-based, client-focused, grounded in research, and integrates MBA concepts as required with a final presentation to a live client. As part of understanding change, students will also evaluate the wider societal impacts of the business change. Finally, students reflect on their MBA program in total, revisiting their career plan and vision. This course uses multiple approaches, defining, understanding and experiencing the strategic value of change at the organizational, team, and individual levels.

**Advising**

The MBA Programs Office and academic departments provide academic advising to both full-time and part-time students. All students are encouraged to discuss their academic interests, goals, and concerns with their MBA advisor; or Sawyer Business School department chairs and faculty. Questions can be directed to the MBA programs office.

The MBA Programs and Public Administration Programs Offices assists all prospective, current, returning MBA/Nonprofit students, and MAPS students with their programs of study.

MBA/Nonprofit students have five (5) years to complete their degree.

**Waiver/Transfer****Waiver Policy**

Core courses may be waived. Required MBA courses (SBS 700, MBA 701, MBA 721, MBA 730, MBA 740, MBA 745, MBA 750, MBA 760 and MBA 770) cannot be waived.

To waive a core course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MBA matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All waiver requests are evaluated upon a student's acceptance into the MBA program and are waived during the student's first semester. A student receives credit for each course waived, thereby reducing the total number of courses for the MBA degree. Students may also elect to take a proficiency exam, for a fee, to gain a waiver. Proficiency exams must be taken in the first semester and are administered on the Boston campus. All MBA/Nonprofit students must complete a minimum of 45 credits in the Sawyer Business School.

### **Students Entering the Suffolk MBA**

Six (6) credits of elective courses, taken at the graduate level from an AACSB-accredited graduate program in business, may be transferred if the credits do not apply to a previously completed degree. Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MBA programs. Transfer credits apply only to electives.

### **Students Who Leave Boston Before Their Degree is Complete**

Occasionally, Suffolk MBA students must leave the Boston area having not yet completed their degree. The Business School has several options available to insure completion of the Suffolk MBA. You may be able to transfer in six (6) credits of elective courses from an AACSB-accredited MBA close to your new place of residence. Courses must be pre-approved by Suffolk's assistant dean of graduate programs and have a grade of "B" or better.

Students who leave the area may also complete their Suffolk MBA online.

### **Transfer Credits from the Moakley Center for Public Management's Certificate Programs to the MBA**

Students who have completed a certificate program through the Suffolk University Moakley Center for Public Management may transfer a maximum of twelve (12) elective credits to the MBA or the MBA/Nonprofit elective portion of the MBA degree. Graduate

course transfers may be considered for students who completed a PAD 800-level graduate course equivalent, receiving a grade of "B" or better within five (5) years prior of entering the MBA program. Applicants must successfully complete the certificate prior to enrolling in the MBA and cannot be enrolled in two programs at the same time. Applicants must also meet MBA admission standards. All transfers are reviewed on a case-by-case basis by the MBA Programs Office.

## **Graduate Certificate in Business Fundamentals Archive 2018-2019**

The Suffolk Graduate Certificate in Business Fundamentals (GCBF) is a 6-course program that covers the fundamental skills and knowledge needed to succeed in a business environment. Courses include the fundamentals of economics, statistics, operations, accounting, finance and marketing.

As a part-time student, you can complete the GCBF in as few as nine (9) months. If you apply to the MBA, MSBA, or MSM degree program at the Sawyer Business School within a year of completing this certificate and earn a GPA of 3.3 or higher, you will not need to take the GRE or GMAT.

### **Curriculum**

6 Courses

15 Credits

Program Length

9-16 months of part-time study\*

### **Required Courses (15 credits)**

– MBA-615 Economics

**Credits:**

1.50

**Description:**

This course introduces the basic tools and concepts of microeconomics (2 classes) for supply and demand analysis; for consumer market behavior; and for production, cost, and pricing decisions in different market structures. Greater emphasis (4 to 5 classes) in the course is on the macroeconomic topics of national economic performance, the economic role of government and fiscal and monetary policy, and the banking and financial system in the current economic environment. The course is intended for MBA students who have no recent academic background in economics.

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– MBA-625 Managerial Statistics

**Credits:**

1.50

**Description:**

This course emphasizes the importance of basic concepts in probability and statistics for managerial decision making with a strong emphasis on practical application. Students will learn basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. MS Excel will be used throughout the course. Numerous examples are chosen from quality control applications, finance, marketing and Management to illustrate the managerial value of applying sound statistical techniques to the analysis of operational data.

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– MBA-635 Operations Management: Design and Analysis

**Prerequisites:**

MBA-625 or SBS-604 (may be taken concurrently)

**Credits:**

3.00

**Description:**

This course provides students with Operations Management concepts, techniques, and tools to design, analyze, and improve operational capabilities in any organization. Students will understand and analyze common OM decisions on managing inputs (materials, information, finances, and human resources) and processes to deliver desirable outcomes to customers. Topics covered include operations strategy, process analysis, quality management and lean operations,

capacity analysis, inventory management, product development, supply chain management, project management, revenue management and pricing, decision analysis, and forecasting. Software tools used may include MS Excel, Visio, and Project Management. This course will contain experiential learning components related to Boston's world-class industries, which may include guest lectures, simulation exercises, or visits to local organizations.

– MBA-640 Corporate Financial Reporting and Control

**Credits:**

3.00

**Description:**

This course deals with the structure and information content of the three principal financial statements of profit-directed companies, namely the income statement, balance sheet, and statement of cash flows. It develops skill in using accounting information to analyze the performance and financial condition of a company, and to facilitate decision making, planning and budgeting, and performance appraisal in a managerial context. This course also contains an experiential component by offering guided inquiry and real company cases.

– MBA-650 Value Based Financial Management

**Prerequisites:**

1 course from each of the following groups: MBA-615 or SBS-603; MBA-625 or SBS-604; MBA-640 or ACCT-800; These courses may be taken prior to or concurrently with MBA-650.

**Credits:**

3.00

**Description:**

This course introduces the basic principles of corporate finance. The main focus is on fundamental principles such as time value of money, asset valuation, and risk and return tradeoff. Topics to be covered also include cost of capital, capital budgeting, and capital structure.

– MBA-660 Marketing: the Challenge of Managing Value



**Credits:**

3.00

**Description:**

At its core, marketing is about providing consumer value. The practice of doing this is changing constantly-driven by rapid and far-reaching changes in technology; globalization; and the evolution of consumer values, practices, and lifestyles. This course will present themes, theories, and trends that are critical for: 1. understanding the business of creating, capturing and sustaining value; 2. introducing students to the global, consumer, and technological realities of marketing in the 21st Century; and 3. providing students with a sound foundation to explore marketing in further depth in upper-level elective courses. This course also contains an experiential component. .

\*Can be completed in two (2) semesters full-time or two (2) or more semesters, part-time.

**Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

**Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, with a grade of "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

**Advising**

Upon enrollment students in the GCBF are assigned an advisor from the MBA Programs Office. Students are encouraged to discuss their academic interests and goals with their assigned advisor.

The Graduate Business Programs Office is also available to respond to any concerns and may be reached at 617-573-8306 or [mba@suffolk.edu](mailto:mba@suffolk.edu).

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year of from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements, and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Business Fundamentals.

## **Dual Degree with JD Archive 2018-2019**

The MBA is available as a Dual Degree with the Juris Doctor.  
View the MBA/JD Dual Degree Curriculum.

## **Dual Degree with MSA Archive 2018-2019**

The MBA is available as a Dual Degree with the Master of Accounting.  
View the MBA/MSA Dual Degree Curriculum.

## Dual Degree with MSBA Archive 2018-2019

The MBA is available as a Dual Degree with the Master of Science in Business Analytics.  
View the MSBA/MBA Dual Degree Curriculum.

## Dual Degree with MSF Archive 2018-2019

The MBA is available as a Dual Degree with the Master of Science in Finance.  
View the MBA/MSF Dual Degree Curriculum.

## Dual Degree with MSM Archive 2018-2019

The MBA is available as a Dual Degree with the Master of Marketing.  
View the MBA/MSM Dual Degree Curriculum.

## Dual Degree with MST Archive 2018-2019

The MBA is available as a Dual Degree with the Master of Taxation.  
View the MBA/MST Dual Degree Curriculum.

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# MENTAL HEALTH COUNSELING (ARCHIVE 2018-2019)

The Master of Science in Mental Health Counseling trains students to function in a variety of community mental health settings (e.g., clinics, hospitals, prisons, college counseling centers, day treatment programs, rehabilitation facilities, outreach programs, after care centers, etc.). Through systematic completion of the curriculum, students develop a competency base from which to perform effectively in their area of specialization.

- [MS in Mental Health Counseling \(MSMHC\) Archive 2018-2019](#)
- [Dual Degree with MPA Archive 2018-2019](#)
- [Dual Degree with MSCJS Archive 2018-2019](#)
- [Accelerated Bachelor's/Master's in Mental Health Counseling Archive 2018-2019](#)
- [Counseling Courses Archive 2018-2019](#)

## MS in Mental Health Counseling (MSMHC) Archive 2018-2019

### MSMHC Degree Requirements

**Degree requirements: 18 courses, 60 credits.**

A minimum program involves sixty (60) credits of coursework depending on undergraduate preparation

### Core Requirements (5 courses, 15 credits)

— [COUNS-712 Life Span Development](#)

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

– COUNS-715 Methods of Research**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-728 Professional Orientation: Ethical/ Legal Issues**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-733 Counseling Diverse Populations**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

## **Counseling Requirements (8 courses, 30 credits)**

– COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

– COUNS-716 Psychological Diagnosis

**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing

**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree

candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

Take COUNS-738

**Credits:**

3.00

**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-740 Counseling Internship I

**Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

– COUNS-741 Counseling Internship II

**Prerequisites:**

Take COUNS-740;

**Credits:**

6.00



**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

**Special Treatment Issue Requirement (1 course, 3 credits)**

Choose one (1) of the following:

– COUNS-727 Substance Abuse & Treatment

**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

Note: other option may be taken as an elective.

**Electives (4 courses, 12 credits)**

Choose four (4) of the following:

– COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy

**Credits:**

3.00

**Description:**

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest

determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-751 Domestic Violence, Abuse & Neglect

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– COUNS-910 Independent Study

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.

Coursework in related disciplines may be elected subject to approval of the program director. Elective availability is subject to program enrollment and instructor availability.

## **Practicum & Internship**

It is during the Counseling Skills Laboratory and the Counseling Practicum that a student demonstrates the ability to translate training into professional judgments and techniques. Students are required to apply formally for the Counseling Internship and to consult with their faculty advisors regarding their field placements. The Counseling Skills Laboratory and the Practicum must be completed with a grade of "B" (3.0) or higher. After two (2) failed attempts to satisfactorily complete the clinical practicum and/or internship,

students will be subject to dismissal from the program at the discretion of faculty. Student engagement in unethical behavior as defined by the American Counseling Association (ACA) will be subject to discipline, including potential dismissal from the program, at the time the indiscretion occurs.

## MSMHC Learning Goals & Objectives

Learning goals and objectives reflect the educational outcomes achieved by students through the completion of this program. These transferable skills prepare Suffolk students for success in the workplace, in graduate school, and in their local and global communities.

Learning Goals	Learning Objectives
Students should...	<i>Students should be able to...</i>
Be provided with foundational training in the field of mental health counseling.	<ul style="list-style-type: none"><li>• Gain theoretical and applied knowledge pertinent to counseling in the areas of assessment, diagnosis, treatment, consultation, and multicultural considerations</li><li>• Gain knowledge about the professional role including self-care, case management, consultation skills, and maintaining clinical practice</li><li>• Learn ethical decision-making models to resolve ethical dilemmas</li></ul>
Be trained to become competent practitioners.	<ul style="list-style-type: none"><li>• Develop core counseling skills</li><li>• Develop theoretical orientation and can speak in an informed manner about empirically validated treatments</li><li>• Adopt evidence based practice approach to psychodiagnostic assessment</li></ul>
Be trained to promote social justice in their professional capacities as counselors.	<ul style="list-style-type: none"><li>• Learn theoretical foundations of social justice oriented counseling</li><li>• Promote social justice in their clinical practice</li></ul>

## **Dual Degree with MPA Archive 2018-2019**

The MSMHC is available as a Dual Degree with the Master of Public Administration:  
View the MPA/MSMHC Dual Degree Curriculum.

## **Dual Degree with MSCJS Archive 2018-2019**

The MSMHC is available as a Dual Degree with the Master of Science in Criminal Justice Studies:  
View the MSCJS/MSMHC Dual Degree Curriculum.

## **Accelerated Bachelor's/Master's in Mental Health Counseling Archive 2018-2019**

### **Accelerated Bachelor's/Master's in Mental Health Counseling Degree Requirements**

1. Students admitted to this dual degree program must meet all the requirements of the undergraduate Psychology degree program.
2. Students must also meet all requirements for the Master's degree in Mental Health Counseling.
3. The two graduate courses taken during the senior year will count toward BOTH the undergraduate and graduate degree requirements. Credit hours will be awarded based on the graduate course description.
4. Before enrolling in a particular graduate course during the senior year, a student must obtain permission from the MHC graduate program director.
5. Students are subject to the usual standards for academic standing, i.e., undergraduate standards for undergraduate courses and graduate standards for graduate courses.

Upon successful completion of all of the degree requirements, a student will receive a dual Bachelor's and Master's degree. The exact degree (BA/BS and Master's) will be awarded based on the specific undergraduate program the student completes. A student may permanently exit the dual degree program and opt to graduate with a Bachelor's

degree if all the requirements for a Bachelor's degree have been met. In this case, the graduate courses taken in the senior year will be counted as 4-credit courses applied toward the undergraduate degree requirements.

## Counseling Courses Archive 2018-2019

### – COUNS-712 Life Span Development

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

This course examines the process of human development across the lifespan. While it will focus primarily on psychological processes, the intersection with biological and social processes will be explored as well. The major psychological theories of cognitive, social and emotional development will be covered as will the foundations for individual differences. Special emphasis will be placed on topics of interest to people entering the counseling professions. Normally offered yearly.

### – COUNS-713 Counseling: Theory & Practice

**Prerequisites:**

Restricted to Mental Health Counseling students

**Credits:**

3.00

**Description:**

Analysis of selected counseling theories representative of the field of counseling psychology. Theories will be selected from the following areas: Psychoanalytic, Psychosocial, Rational, Cognitive Behavioral/Learning Theory, Person-Centered, and Existential Theory. Treatment goals and techniques will be explored.

– COUNS-715 Methods of Research

**Credits:**

3.00

**Description:**

Principles, concepts and methods of research design and statistics associated with psychological and educational research. Practical applications of research studies to a diverse range of interests in education, psychology and counseling. Offered yearly.

– COUNS-716 Psychological Diagnosis

**Prerequisites:**

TAKE COUNS-717

**Credits:**

3.00

**Description:**

The study of the nature of mental disorders; central concepts and processes. Psychogenesis, psychodynamics, role of anxiety, and clinical assessment using the DSM-IV.

– COUNS-717 Introduction to Psychological Testing

**Prerequisites:**

COUNS-713(may be taken concurrently)

**Credits:**

3.00

**Description:**

Evaluating, administering, scoring, interpreting, and reporting results of standardized tests of personality, academic performance, cognitive functioning, aptitude, and achievement. Self-study development and assessment of testing programs. Critical issues in testing. Normally offered yearly.

COUNS-725 Forensic Psychological Assessment

**Prerequisites:**

COUNS-717;

**Credits:**

3.00

**Description:**

The interface of psychology and the law will be examined in the context of forensic evaluations performed for courts, attorneys and related agencies or facilities. Topics ranging from Competency to Stand Trial and Criminal Responsibility to termination of parental rights and custody and visitation evaluations will be explored. Practical applications of the skills and knowledge domains needed to perform forensic evaluations will be emphasized, as will the study of relevant laws and regulations as applied to forensic assessment. Discussion will include specialized forensic topics such as the evaluation of juvenile sexual offenders and the forensic use of psychological testing.

– COUNS-726 Family Therapy**Credits:**

3.00

**Description:**

Selected models of family therapy will be explored. Special emphasis will be placed on assessment and the acquisition of treatment strategies proven to be effective for counselors in helping families cope with developmental stresses. Normally offered alternate years.

– COUNS-727 Substance Abuse & Treatment**Credits:**

3.00

**Description:**

A study of the origin, contributing factors, and implications of drug and alcohol misuse. Various stages and manifestations of abuse/ dependence will be considered and current treatment modalities will be explored.



– COUNS-728 Professional Orientation: Ethical/ Legal Issues

**Credits:**

3.00

**Description:**

An overview of the legal issues confronting counselors, human services providers and administrators. Study of regulatory and licensing matters, standards of care, confidentiality laws, mental health and disability laws and family law, constitutional issues, malpractice and legal/ethical dilemmas in human services.

– COUNS-729 Human Sexuality Seminar

**Credits:**

3.00

**Description:**

The anatomy, physiology and psychology of human sexual functioning are reviewed. Etiology, interpersonal dynamics, and treatment of sexual dysfunctions are reviewed.

– COUNS-732 Psychological Disorders of Childhood & Adolescence

**Credits:**

3.00

**Description:**

This course explores the major psychological disorders of childhood and adolescence from biological, psychological, and sociocultural perspectives. Attention-deficit and Disruptive Behavior Disorders, Feeding and Eating Disorders, anxiety and depression are among the disorders explored. Student interest determines other topics. Assessment, treatment, and outcome studies are also discussed. Completion of EHS 701 or EHS 712 is recommended before taking this course. Normally offered alternate years.

– COUNS-733 Counseling Diverse Populations

**Credits:**

3.00

**Description:**

A survey of problems and issues confronting cultural diversity. The study of ethnicity and sexual orientation as they influence the development of identity. Implications for counseling strategies. Normally offered yearly.

– COUNS-735 Group Counseling

**Credits:**

3.00

**Description:**

A study of the practical and theoretical aspects of counseling small groups. There will be provision for a laboratory experience in which students participate in a group and study the dynamics of behavior as this group develops. Group stages of development and leadership skills will also be examined. Normally offered yearly.

– COUNS-737 Counseling Skills Lab

**Credits:**

3.00

**Description:**

An introduction to the fundamental techniques and methods of interpersonal relationships, self-examination, and field visits in relation to the role of the professional counselor. The course will involve skill building through role playing, video and/or audio taping. Normally offered spring semester.

– COUNS-738 Mental Health Counseling Practicum I

**Credits:**

3.00

**Description:**

Application of skills in an assigned field placement (school, agency or industry). Students will spend fifteen hours per week in field work and participate in weekly group sessions at the University for the evaluation of progress. Open only to degree candidates in Mental Health Counseling. Offered fall semester.

– COUNS-739 Mental Health Counseling Practicum II

**Prerequisites:**

Take COUNS-738

**Credits:**

3.00

**Description:**

Continuation of COUNS 738 with an opportunity to assume increased responsibility for clients under supervision. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-740 Counseling Internship I

**Prerequisites:**

Take COUNS-738 COUNS-739;

**Credits:**

6.00

**Description:**

Application of skills in an approved field placement (school, clinic, hospital, agency, industry) totaling 300 clock hours. The opportunity to develop advanced skills and to integrate professional knowledge appropriate to the field experience. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered fall semester.

– COUNS-741 Counseling Internship II

**Prerequisites:**

Take COUNS-740;

**Credits:**

6.00

**Description:**

Continuation of Counseling Internship I with advanced responsibilities totaling 300 clock hours. Exploration of an area of individual specialization. Failure to successfully complete the practicum field experience for any reason following two attempts will result in termination from the program. Offered spring semester.

– COUNS-751 Domestic Violence, Abuse & Neglect

**Credits:**

3.00

**Description:**

An opportunity to learn the history of domestic violence including battering, child abuse and child neglect, and the legal response to it. Focus will be on Massachusetts Law and its response, especially the Abuse Prevention Act, its application and enforcement, and on laws protecting children from abuse and neglect. Filings, law office issues and special issues in dealing with battered women and abused and neglected children will be included with the psychological issues, cultural issues, and advocacy possibilities. Normally offered yearly.

– COUNS-910 Independent Study

**Credits:**

1.00- 3.00

**Description:**

Members of the Department will meet with students to direct their research in areas of special interest to them. Projects will be authorized upon the recommendations of the Department Chairperson and with the approval of the Dean.



# POLITICAL SCIENCE (ARCHIVE 2018-2019)

Suffolk University offers a distinctive graduate program—the Master of Science in Political Science—to prepare students for political careers. Two concentrations are available: Professional Politics and International Relations. The MS in Political Science consists of 10 courses (30 credits) of coursework.

There is also a dual Master of Public Administration/Master of Science in Political Science option.

- [MSPS Degree Requirements Archive 2018-2019](#)
- [Dual Degree with MPA Archive 2018-2019](#)
- [Certificate of Advanced Graduate Study in Professional Politics Archive 2018-2019](#)
- [Government Courses Archive 2018-2019](#)

## MSPS Degree Requirements Archive 2018-2019

### Degree Requirements: 10 courses, 30 credits

Students choose either the Professional Politics or International Relations concentration.

### Professional Politics Concentration

#### Core Requirements (6 courses, 18 credits)

– [GVT-723 Graduate Internship](#)

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-747 Seminar in Legislation & Lobbying

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GVT-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which

policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

## **Electives (4 courses, 12 credits)**

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director. Electives will be chosen to support your field of concentration and choice of internship area.

## **International Relations Concentration**

### **Core Requirements (6 courses, 18 credits)**

– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-761 Seminar: International Relations Theory

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00



**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GVT-763 International Political Economy

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

## **Electives (4 courses, 12 credits)**

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

Electives will be chosen to support your field of concentration and choice of internship area.

## **Language Requirement**

In addition to their coursework, all students concentrating in International Relations must demonstrate written proficiency in a language other than English. Students may enroll in language courses for the purpose of mastering the chosen language, but credits in those courses will not be applied toward the degree. Language proficiency should be demonstrated either prior to admission or by the end of the first year in the program.

Students can satisfy this requirement in one of the following ways:

1. Two years of study in a particular language at the undergraduate level, as demonstrated on an official or unofficial undergraduate transcript submitted to the graduate program director.
2. Native speakers of a language other than English, as demonstrated by at least two years of attendance at an undergraduate institution in which instruction was taught in a non-English language.
3. Completing/Passing ACTFL's Reading Test for Professionals (RPT) at least a "novice-high" level. If you choose this option, please contact the program director to schedule an exam.

## Political Science Learning Goals & Objectives

Learning Goals	Learning Objectives
Demonstrate broad-based knowledge of their area of concentration and be able to review and synthesize relevant political science literature and theories.	<ul style="list-style-type: none"><li>◦ Analyze and critically evaluate competing political science theories developed in the academic literature.</li><li>◦ Write effectively in a variety of formats, including formulating essential questions</li><li>◦ Organize evidence and construct complex written arguments.</li></ul>
Demonstrate the ability to connect theory to practice and apply what they learn in the classroom to professional work experiences in the field.	<ul style="list-style-type: none"><li>◦ Recognize the importance of academic and theoretical research in the electoral, governing and policy making process.</li></ul>

**Learning Goals****Learning Objectives**

Demonstrate proficiency in interpreting social science data.

- Gather and critically evaluate quantitative and qualitative social science research.
- Organize evidence and social science data to construct complex political science arguments.
- Identify and gain access to appropriate information and sources.

Demonstrate proficiency in writing skills including academic and policy professional writing.

- Organize and write a compelling research paper
- Write effectively in a variety of formats, including formulating essential questions

Demonstrate a proficiency in oral communication skills.

- Orally articulate complex ideas in an organized, persuasive, and rigorous manner.

## **Dual Degree with MPA Archive 2018-2019**

The MSPS is available as a Dual Degree with the Master of Public Administration:  
View the MPA/MSPS Dual Degree Curriculum.

## **Certificate of Advanced Graduate Study in Professional Politics Archive 2018-2019**

The Certificate of Advanced Graduate Study (CAGS) in Professional Politics is an 18-credit program designed for students who already have a post-graduate degree and want to either prepare for a career in professional politics or to supplement their current career with specialized knowledge of professional politics. The program is ideal for lawyers, accountants, public relations professionals, and others who wish to improve their skills in politics, government relations, and issues management.

## Certificate Requirements: 6 courses, 18 credits

### Core Requirements (4 courses, 12 credits)

- GV7-747 Seminar in Legislation & Lobbying.

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

- GV7-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

- GV7-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and

governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

## **Electives (2 courses, 6 credits)**

Electives can include any graduate course offered by the Government Department. Other Suffolk University graduate courses may be taken as electives with the approval of the program director.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Certificate of Advanced Graduate Study (CAGS) in Professional Politics.

# **Government Courses Archive 2018-2019**

– GVT-010 Summer Campaign Lab

**Prerequisites:**

**Instructor Consent Required****Credits:**

0.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

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**– GVT-609 Transitional Justice****Credits:**

3.00

**Description:**

This course introduces the concept and practices of transitional justice, which addresses current and past human rights violations. We review the various mechanisms of transitional justice, including: criminal prosecution; lustrations; truth and reconciliation commissions; reparations; and apologies. Our focus will be on understanding the nature of the political and moral dilemmas encountered by countries that consider and apply these mechanisms. We will consider broad theoretical questions as well as specific examples (e.g., Germany after the Holocaust; The South African Truth and Reconciliation Commission; The International Criminal Tribunal for the Former Yugoslavia and for Rwanda). The course will also emphasize the practical implications of transitional justice: how do we empirically measure the effects of transitional justice; what is the role of traditional mechanisms of justice; how does one balance between the global human rights regime and local realities; what is the relationship between gender and religion and transitional justice; and, what is the role of transitional justice mechanisms in conflict resolution.

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**– GVT-623 Political Survey Research**

**Credits:**

3.00

**Description:**

Everything needed to design, carry out, and interpret a political survey. Topics covered include questionnaire design, sampling, interviewing, coding data, and univariate and bivariate analysis of the results. Multivariate analysis will be discussed but not studied in depth. An actual survey will be conducted as a class project. Prerequisites: Open to graduate students, seniors, and juniors; previous course in political science research methods, or comparable course in another discipline and consent of instructor.

– GVT-638 Environmental Policy & Politics**Credits:**

3.00

**Description:**

From Rio to the Boston Harbor Project, this course examines the policies and politics of the environment. It examines the origins of the environmental movement in the United States focusing on the development and present function of government and non-government organizations responsible for the development and implementation of global, national, state and local environmental policies.

– GVT-641 Ready, Set, Run!**Credits:**

1.00

**Description:**

Designed to introduce students to the nuts and bolts of preparing to run for office or guiding a candidate through the process. Students learn how to file nomination papers, develop a field team, and create a general branding strategy.

– GVT-642 Candidate Definition**Credits:**

1.00



**Description:**

Students learn the basics of how candidates successfully introduce their candidacy to the public. From announcing the campaign to conducting meet and greets to producing candidate photos, this course guides you through the process of effectively defining the candidate.

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– GVT-643 Candidate Media Strategy 101

**Credits:**

1.00

**Description:**

Students learn the fundamentals of how to maximize positive media coverage with attention paid to generating endorsements, developing non-paid media, and persuading voters.

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– GVT-660 United Nations Seminar

**Credits:**

3.00

**Description:**

This course provides an introduction to the study of the role of the United Nations System in the globalization era. The course is divided in two main sections. The first is based on a series of readings, lectures and discussion on the rules, principles and norms which govern the relationship among states and the UN system; it also covers traditional topics such as the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force and the legal personality of international actors, human rights, humanitarian intervention, global environment, use of armed force, as well as economic relations. the second part of the course is based on a required study trip to the UN headquarters in order to experience a direct contact with policy-makers within the UN system in a diversity of areas such as security, aid and peacekeeping areas.

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– GVT-663 International Legal Systems

**Credits:**

3.00

**Description:**

This course explains the main components of the international legal system. It begins by exploring the rules, principles and norms that govern the relationship among states, the different cultural and philosophical legal perspectives and the history of the international legal system. The second part of the course covers the study of the sources and subjects of international law, the jurisdiction of states, the peaceful settlement of disputes, the use of force, and the legal personality of international actors. The third part of the course addresses a number of significant topics derived from the process of globalization legal norms: human rights, humanitarian intervention, law of the sea, environmental law, and economic relations.

– GVT-665 International and Transnational Organizations

**Credits:**

3.00

**Description:**

This course explores the institutional structures, political processes, and impact of international governmental and nongovernmental organizations. It analyses their increasingly prominent role in efforts to resolve a wide range of global problems and contribution to strengthen the current system of global governance. While the course covers the problems of international security, global distribution of wealth, deterioration of the environmental system and threats to social welfare, it focuses on the interaction between the United Nations System and regional organizations, on the one hand, and the role of non-governmental organizations in cooperating or something to solve specific problems in the area of international relations.

– GVT-666 Governance & Regional Political Economy

**Credits:**

3.00

**Description:**

This course examines the intertwined nature of the globalization and regionalization processes from the perspective of global political economy. The first part of the course provides the basic elements and indicators to understand the main challenges the international economy is facing such as crisis, protectionism, and underdevelopment, inter alia. The second part presents the evolution of globalization and regionalism in the past decades. The third and final section

compares how the distinct regions in the world are dealing with local and global problems; particularly attention is paid to the European Union, NAFTA, Mercosur and APEC.

– GVT-667 Comparative Social Movements

**Credits:**

3.00

**Description:**

How do we explain the appearance or absence of social movements? What social or individual factors explain their development and decline? Who joins social movements? Who does not? Why? What ideas or ideals animate those who do participate? What is it like to be part of a social movement? What effect do they or have they had on politics, power and efforts at social change? These are some of the questions that have traditionally shaped debates over social movements, both domestically and internationally. They will form the analytical core of the work in this course. By critically evaluating several competing schools of thought in social movement theory and history we will attempt to highlight the social forces that have, at varying points in times, facilitated, maintained, as well as blocked the development of social movements in the US and beyond.

– GVT-671 Topics in Democracy

**Credits:**

3.00

**Description:**

In this course, students will have an opportunity to examine the basic foundations of the democratic theory and practice. Specifically, the course focuses on the building blocks of a democratic relationship between people and government, including transparency, accountability, accessibility, and opportunities for effective advocacy and participation. Both classical and modern authors who weighed in on these issues will be discussed.

– GVT-682 Crisis and Integration in Europe

**Credits:**

3.00

**Description:**

Why did 17 European countries surrender the sovereign control of their currency and create the Euro? Will Turkey become a member of the European Union? Will Europeans continue free riding the security protection of the United States? Is the integration process another layer of bureaucracy or an institutional instrument to deal with the permanent crises in Europe? These are some of the questions guiding the discussions in this class.

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– GVT-685 Politics of the Middle East

**Credits:**

3.00

**Description:**

Interlocking themes making the contemporary Middle East an area of chronic conflict: Big Power rivalries; social and political change within individual countries; unity and rivalry involved in Arab nationalism; the Palestinian-Israeli-Arab dispute.

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– GVT-687 Conflict & Reconciliation: Community Service Abroad

**Credits:**

3.00

**Description:**

Examines the social and economic conditions and current political trends in the Caribbean and in selected Central American nations. Emphasis will be placed on comparative analysis of public policies in the region, as well as on external factors which impact on politics in the Caribbean and central America. Students will use academic sources for the background of their analysis.

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– GVT-723 Graduate Internship

**Credits:**

3.00

**Description:**

This internship option is recommended for students seeking careers in professional politics or international relations. Typically, an internship will involve supervised work at a professional level in a political campaign, on a legislative staff, in an

international non-governmental organization, or in a legislative relations for a governmental agency or private organization. Internship placement must be approved by the student's advisor, and will typically require at least 20 hours of work per week for the duration of a semester and the completion of a research paper based on the internship experience. The research paper must be approved by a departmental committee.

– GVT-724 Politics of Public Policy

**Credits:**

3.00

**Description:**

This course examines the politics of making public policy. How is policy made? Who is involved? What kinds of information do policy-makers rely on to make their decisions? How do political opportunities shape potential for policy change, shifts or stasis? We will examine how policy decisions are made and how policy makers cope and adapt to a diverse set of constraints. We will also focus on what political strategies can be used to improve policy-making processes and outcomes. Students will be required to interview policy makers about a specific policy and write a comprehensive policy analysis. The course is intended to have both theoretical and practical value.

– GVT-741 Drug Policy: the Good, the Bad, and the Ugly

**Credits:**

3.00

**Description:**

Drug policy encompasses complex and multi-faceted issues. In comprehending these issues, students will examine the complexity of America's drug policy through a lens of sociology, law, history, economics, geography, and cultural norms. Further, students will explore subjects of class, race, and gender of America's drug policies to gain a more comprehensive grasp the intended and unintended consequences of those policies both nationally and globally. We will evaluate the historical path that these policies have taken from addressing the drug problem from the demand side of providing treatment and preventative programs to the supply side of investing resources in limiting the supply of drugs available in the country.

– GV7-747 Seminar in Legislation & Lobbying.

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on legislative politics and organization, including committees, interest groups and lobbying, legislative voting and decision making, and other topics. Students will conduct their own research and present it to the seminar.

– GV7-755 Seminar Campaigns & Elections

**Credits:**

3.00

**Description:**

Core course for the Professional Politics Concentration. Students will read and discuss current research on campaigns and elections, voting behavior, and political parties, and will conduct their own research and present it to the seminar.

– GV7-761 Seminar: International Relations Theory.

**Prerequisites:**

OPEN TO GRADUATE STUDENTS ONLY

**Credits:**

3.00

**Description:**

Core course for the concentration in North American Politics. This course will examine the key concepts of an approaches to world politics. Special attention will be given the application of these concepts and approaches to the relations among the nation-states of North America.

– GV7-763 International Political Economy.

**Credits:**

3.00

**Description:**

Introduces the study of international political economy. Addresses the interactive relationship between politics and economics at international and domestic levels in the historical and contemporary international system. Basic understanding of macroeconomics is not required but helpful.

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– GVT-765 Global Public Policy

**Credits:**

3.00

**Description:**

In this course, students are exposed to the policy dilemmas at various levels of government, from the local, to the state, to the international arena. The class examines concepts such as systems regulation, institutions, legitimacy and governance. The class will take a selection of themes (i.e. inequity, energy, climate) and investigate them from the perspective of policy challenges and solutions at each level of government.

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– GVT-777 Writing for the Policy Professional

**Prerequisites:**

Open to graduate students only;

**Credits:**

3.00

**Description:**

The aim of this course is to familiarize students with the major written formats of the policy-making process including background memos, literature reviews, white-papers, policy analyses, one-pagers, talking points memos, op-eds, and legislative histories. This writing-intensive course focuses on public policy writing techniques and methods, and helps students to develop writing skills applicable to the private, nonprofit, and government sectors.

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– GVT-778 Global Policy & Data Analysis

**Prerequisites:**

Open to graduate students only; previous course in political science research methods or comparable course in another discipline or instructor's consent.

**Credits:**

3.00

**Description:**

The primary goal of this class is to review and analyze in a systematic way the design, implementation, and evaluation of global public policies. After exploring and discussing global policy debates and examine what kinds of values and ideas shape these debates, the student will develop the skills necessary to critically analyze policy issues and problems and learn about the constraints with which policy makers must cope in an environment of imperfect information. This course will also focus on dissecting indicators and databases often used by professional analysts to produce policy reports and recommendations from policy makers.

– GVT-803 Washington Academic Seminar I

**Prerequisites:**

Instructor permission required

**Credits:**

3.00

**Description:**

An intensive off-campus experience, normally of two-week's duration, arranged through a The Washington Center in Washington, D.C. Topics vary. Students will be graded by both an on-site evaluator and an assigned Government Department faculty member. In addition, students are normally required to meet three times during the semester of registration, keep a journal of the off-campus experience and to write a significant research paper based on the topic of the academic seminar.

– GVT-804 International Political Marketing

**Credits:**

3.00

**Description:**



This class will examine the ways in which political marketing is conducted across the globe. It will look at a variety of political systems and cultures in an effort to discern which techniques work best with which political systems and political cultures. The cases will be drawn from all 7 continents and a wide diversity of socio-political cultures. Cases are likely to include Canada, New Zealand, India, Japan, Ireland, the United Kingdom, Argentina, Russia and many others. By the end of the class, students should have a strong sense of how political marketing is done globally and which techniques work best with which systems.

– GVT-805 Washington Seminar on National Security

**Credits:**

3.00

**Description:**

A two-week intensive seminar in Washington DC; the first week will focus on a look inside the defense and intelligence community in the US government; the second week will examine issues, threats, and challenges in global society. The seminar, carried out in partnership with The Washington Center for Internships and Academic Seminars, will include briefing sessions, with security officials, site visits, small group meetings, keeping a journal, and academic papers. There will also be some further academic work after you return to Suffolk. Prerequisites: Registration in this course requires advance application. The seminar is offered in Mar, and applications are due by March 1. Interested students should consult the instructor for further details.

– GVT-834 Global Migration Politics

**Credits:**

3.00

**Description:**

This course examines how American governmental institutions, political actors, and processes have both shaped and responded to one of the most significant and complex issues of public policy facing the nation: immigration to the United States. This class will explore a number of intriguing and difficult policy topics related to the almost unprecedented level of immigration that the U.S. has been experiencing. The focus of the class will include the following: admissions, citizenship, deportation and detention (including that of suspected terrorists), refugee/asylum law, and highly contested issues of today, such as definitions of citizenship,

immigrant rights, and border enforcement. A major objective of this course is to provide students with the opportunity to conduct their own original research in American politics by delving into some aspect of immigration as a public policy issue.

– GVT-906 Summer Party Convention Program

**Prerequisites:**

Students must see the professor to get required Washington Center Application

**Credits:**

3.00- 6.00

**Description:**

An opportunity to do an internship through the Washington Center at either the Republican National Convention or the Democratic National convention. Graduate students will learn what goes on behind the scenes and interact with important public figures that are influential in setting public policy at various levels of government. They will spend a week prior to the convention studying the electoral process, familiarizing themselves with convention operations and preparing for their convention fieldwork assignments. In addition they will hear from a wide variety of speakers, including members of the media, party officials, and other political personalities. Students are then assigned as volunteers to assist with the work of the convention the second week. Normally offered every four years.

– GVT-910 Independent Study

**Prerequisites:**

Instructor's consent and approval of the Director of Graduate studies required.

**Credits:**

3.00

**Description:**

Individual program of reading, research and writing on an approved topic, under the supervision of a member of the department. Topic and assignments are to be determined by the faculty member and student.

– GVT-920 International Internship - Brussels

**Prerequisites:**

Instructor consent required

**Credits:**

6.00

**Description:**

Students must also complete academic work designed to enhance experiential learning and professional development in their internship abroad that is supervised by a Suffolk instructor. Course work will include developing individualized learning goals and objectives for their internships, journaling, mid-term self-evaluation and a final research paper.

– GVT-938 Summer Campaign Lab

**Prerequisites:**

Instructor Consent Required

**Credits:**

3.00

**Description:**

This intensive and fun class combines in-depth training on creating and running winning campaigns, including candidate campaigns and issue-oriented campaigns. The class includes site visits to campaign offices and leading political strategy firms. Students will broaden their networks, meeting guest speakers from government, public policy, and nonprofits and participate in hands-on activities that help students learn fundraising, media and messaging, campaign strategy, field operations, and technology. The class fee includes food, transportation and special materials.

– GVT-957 Thesis Research & Writing

**Prerequisites:**

GVT 907

**Credits:**

6.00

**Description:**

Completion of a Master's thesis. Students interested in writing a thesis should consult the department about requirements of the thesis option Government 957 can only be taken on a pass/fail basis.

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# PUBLIC ADMINISTRATION (ARCHIVE 2018-2019)

- [Master of Public Administration Archive 2018-2019](#)
- [Graduate Certificate in Nonprofit Management Archive 2018-2019](#)
- [Graduate Certificate in State and Local Government Archive 2018-2019](#)
- [Dual Degree with JD Archive 2018-2019](#)
- [Dual Degree with MAAP Archive 2018-2019](#)
- [Dual Degree with MAGPP Archive 2018-2019](#)
- [Dual Degree with MSCJS Archive 2018-2019](#)
- [Dual Degree with MSMHC Archive 2018-2019](#)
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- [Fellowships Archive 2018-2019](#)

## Master of Public Administration Archive 2018-2019

The MPA Degree, offered by the Institute for Public Service, provides a pragmatic approach to education in public service management. The program consists of eight (8) required courses and six (6) electives. It emphasizes the development of knowledge and expertise, enabling students to perform managerial and administrative work at all levels of government, nonprofit and public service institutions.

### Accreditation

Established in 1974, the Suffolk MPA is one of only five MPA programs in New England to be fully accredited by the NASPAA Commission on Peer Review and Accreditation. For more information, visit [NASPAA's website \(http://www.naspaa.org\)](http://www.naspaa.org).

### Concentrations

MPA students have the option to concentrate in four (4) public service areas: State and Local Government; Community Health; Nonprofit Management; or Information Systems, Performance Management, and Big Data Analytics. Working with faculty advisors,

students can tailor their elective choices to focus in areas of career choice.

## **Continuing and Professional Studies Program (CAPS)**

The MPA program offers an opportunity for students intending to pursue a graduate degree to take a maximum of two (2) graduate courses (6 credits) before applying for degree status.

## **MPA Curriculum**

The MPA curriculum is a 42-credit program (14 courses).

The curriculum consists of seven (7) required courses, one (1) capstone course, and six (6) electives.

## **Required Courses**

### **Foundation in Public Service Courses**

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-712 Information Based Management

**Credits:**

3.00

**Description:**

This course demonstrates how issues, problems, and questions surrounding public policies, program operations, and administrative systems can be structured as hypotheses and made amendable to resolution through the application of social science research techniques. The elements of research design such as surveys, true experiments, quasi-experiments, case studies and non-experimental studies are described, as well as sampling techniques and descriptive statistics. Ethical issues related to employment of these methods in the policy making process are also explored. The course content is presented as a way to reduce managerial uncertainty regarding alternative courses of action.

– P.AD-715 Quantitative Analysis

**Prerequisites:**

PAD 712

**Credits:**

3.00

**Description:**

Pre-requisite: PAD 712 Quantitative analysis introduces basic statistical techniques used to analyze and draw conclusions from citizen and client surveys; program and policy evaluations; and performance and operations data. These techniques include chi square, lambda, gamma, correlations, and analysis of variance, t test correlations, and multivariate regression. Knowledge of these statistical techniques empowers managers by giving them the ability to evaluate the work of consultants, access the policy and management of literature, and analyze data using the analytical tools available in commonly used statistical software, such as Microsoft Excel and the Statistical Package for the Social Sciences (SPSS).

## Managing Public Service Organizations Courses

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

– P.AD-717 Organizational Change

**Credits:**

3.00

**Description:**

Students explore small groups and organization operations, practices, behaviors, and structures. They develop techniques for maximizing efficiency and/or effectiveness; evaluations analysis; concepts and applications of Classicists; leadership; organizational development, and result-oriented management; as well as elements of reorganization, innovation and change.

– P.AD-718 Leadership Strategies for an Interconnected World

**Credits:**

3.00



**Description:**

Leadership is a critical ingredient of successful communities and organizations. This course develops a diagnostic framework as well as strategies and tactics to mobilized adaptive work, engage multiple government, no-profit, and business stakeholders, and build awareness and momentum for actions at all levels of government and community and in one's organization. It introduces the catalytic model of leadership and applies it to the ethical handling of societal and organizational problems. Students' leadership competencies are reviewed and improved. This course is designed for people from diverse backgrounds with varied experienced in the leadership role.

**Capstone Course****– P.AD-890 Strategic Management****Prerequisites:**

Restricted to students that have completed 30 credits.

**Credits:**

3.00

**Description:**

Prerequisite: Students must have completed 30 credit hours. Students will integrate the substance of previous courses in order to develop a capacity for strategic management based on a personal perspective of the role of the professional manager in the policy making process. This holistic perspective is expressed in an extensive research paper that describes the leadership role of the professional manager and defines a basis for ethical action. The course features the review of research articles, the discussion of case studies, and a consideration of future trends in public and non-profit management.

**MPA Electives (18 credits)**

Choose 6 PAD electives. Students are allowed to take 2 electives outside of the MPA program.

Students with no professional public service management experience are required to take PAD 859 (internship). This 3-credit course will count as one of your 6 electives.

Students must complete all prerequisites prior to registering for healthcare courses. More information is available at [suffolk.edu/mha](https://suffolk.edu/mha). MPA students may not enroll in HLTH 890.

Students may take up to 2 elective courses in another Suffolk University graduate degree program after consultation with MPA Faculty Advisor.

## **PAD Electives**

PAD core courses are 700-level courses and electives are 800- or 900-level courses. Some electives are only offered every 1.5-2 years.

## **MPA Learning Goals & Objectives**

<b>Learning Goals</b>	<b>Learning Objectives</b>
Demonstrate ability to apply analytical reasoning skills to enhance the efficiency, effectiveness and responsiveness of public service delivery systems. (Analytical Reasoning)	<ol style="list-style-type: none"><li>1. Identify the problem and related issues.</li><li>2. Identify key assumptions.</li><li>3. Generate salient alternatives.</li><li>4. Examine the evidence and source of evidence.</li><li>5. Identify conclusions, implications, and consequences.</li></ol>
Have been exposed to a variety of leadership styles and theories, as well as limitations on leadership imposed by the political environment and the responsibilities inherent in the democratic process. (Public Service Leadership)	<ol style="list-style-type: none"><li>1. Demonstrate the ability to identify the environmental factors that determine effective leadership in specific situations.</li><li>2. Demonstrate the capacity to adopt appropriate leadership styles.</li><li>3. Demonstrate a knowledge of basic leadership competencies.</li><li>4. Demonstrate an ability to work effectively in groups and teams.</li><li>5. Demonstrate the capacity to interact positively with diverse citizens and a changing workforce.</li></ol>

**Learning Goals****Learning Objectives**

Understand and respond to the social, political, legal, and ethical factors vital in a democratic process.

(Ethics)

1. Understand the inherent conflicts between professional bureaucracy and democracy, as well as the ethical dilemmas they may entail.
2. Identify the ethical issues associated with policy leadership by professional managers.
3. Communicate a clear and coherent philosophy of engaging the diverse constituencies that comprise the political environment as a professional manager.
4. Demonstrate the ability to think critically about the public interest and to commit to the pursuit of public value while remaining open to diverse views of the public interest.

Demonstrate oral communication skills to effectively communicate with co-workers, citizens, clients, and all organizational stakeholders.

(Oral Communication)

1. Organize the presentation effectively.
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision.
3. Develop the topic.
4. Communicate with the audience.
5. Use communication aids effectively.
6. Summarize the presentation.

Demonstrate written communication skills to effectively communicate with co-workers, citizens, clients, and all organizational stakeholders

(Written Communication)

1. Develop a topic with supporting details.
2. Organize written communication effectively and logically.
3. Use correct word choice and effective sentence structure.
4. Employ normal conventions of spelling and grammar.
5. Provide examples and supporting evidence.
6. Communicate accurate quantitative information.

## MPA Concentrations

Students must complete the 7 core MPA courses to earn their MPA degree. They may use 12 credits of their elective course options to complete one of the following concentrations.

### Information System, Performance Management, and Big Data Analytics Concentration

Public sector and nonprofit organizations are moving toward new management and performance systems, thus more attention needs to be given to new skills and the techniques that support the gathering, analysis, interpretation, and application of data to decision making. This concentration focuses on these various aspects of applied performance management systems.

#### Required Courses:

– ISOM-801 Solving Business Problems Using Advanced Excel

**Credits:**

3.00

**Description:**

Analyzes various real world business problems and explores the full scope of MS Excel's formulas, functions and features to create data models and present solutions. Students analyze data, design custom charts, graphs, PivotTables and Pivot charts, create three-dimensional workbooks, build links between files and endow worksheets with decision-making capabilities. Students conduct What-If Analysis, utilizing Scenario Manager, Solver, Data Tables and Goal Seek. This course provides the skills necessary to pass the Microsoft Office Specialist Certification in Excel.

– ISOM-845 Business Intelligence and Data Analytics

**Credits:**

3.00

**Description:**

Introduces business intelligence and data analytics. Business intelligence and data analytics help organizations in strategic and operational decision making by improving performance management, optimizing customer relations, monitoring business activity, and improving decision support. On a macro-level, the class will discuss business cases for the adoption of business intelligence and data analytics. We will discuss technologies and processes for gathering, storing, accessing, and analyzing data to provide users with better insights and business decisions. On a micro-level, students will use a variety of tools to build their skills in analyzing data to solve business problems. In summary, this course provides a conceptual understanding of business data resources and the development of capabilities for data preparation, warehousing, selection, description, mining, interpretation, visualization, communication, and innovation.

– P.AD-822 Public Management Information Systems

**Credits:**

3.00

**Description:**

A decision-making course focusing on applying high speed information systems to support administrative and managerial functions. PMIS incorporates organizational assessments leading to purchasing computer hardware and software, office automation, and diverse communications including electronic automation, and diverse communications including electronic mail, Internet, telecommunications, and networking. Current events, professional journals and the technology presently used will be highlighted.

– P.AD-861 Data to Policy

**Credits:**

3.00

**Description:**

Regardless of your interest or field, data is essential to public managers on a daily basis. Through readings, lectures, casework, guest speakers, and field visits, students will be immersed in both the successes and limitations of this pioneering tool that has reshaped public policy. Through course work students will mine and manipulate data to propose public policy changes that can affect a program, a community, a state, or a country of their choosing. This relevant course is designed to prepare students to be effective leaders in an ever changing world.

## Community Health Concentration

This concentration focuses on preparing nonprofit and public service managers for positions in community healthcare, community advocacy organizations, and government health agencies to manage and lead in a dynamic and changing healthcare environment.

### Required Course:

- HLTH-701 Introduction to the U.S. Healthcare System

**Credits:**

3.00

**Description:**

This course presents an overview of the origins, components, organization, and operation of the health system in the United States. It is an introduction to the major health issues and institutions, including the settings in which health services are delivered, providers of these services, and the public and private payers for services.

Choose 9 credits worth of courses from the following list:

- HLTH-702 Health Economics

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

This course provides a framework for understanding the economics of the U.S. healthcare industry. The industry is experiencing great pressure to reduce costs, even as it strives to do better at both improving the health of the population and engaging patients in their care. This course enables students to apply the

perspectives and tools of health economics to the tasks of understanding and improving the business of healthcare. Students analyze and evaluate current and evolving healthcare markets, public policies, payment methods, mechanisms for bearing and sharing financial risk, and the economic impact of changes in technology and the health professions. Students participate in envisioning the future and designing better ways for healthcare leaders, managers and policy makers to meet the challenges facing the industry.

– HLTH-807 Innovation: The Future of Healthcare

**Credits:**

3.00

**Description:**

Introduces students to a wide range of current innovations as well as innovations that are expected in the future. The course builds students' skills to anticipate, adopt and manage innovation in healthcare. It covers innovation in the organization and delivery of healthcare services as well as in the pharmaceuticals, biotechnology, medical devices, and healthcare information technology. In particular, the course explores how innovation happens -- i.e., how players across the healthcare industry create, identify, pursue, and support or impede opportunities for innovation.

– HLTH-808 Managing Healthcare Organizations

**Credits:**

3.00

**Description:**

This course provides an overview of healthcare management. Students develop knowledge and skills required for effective management of organizations that deliver high quality, patient-centered, cost-effective care. The course examines forces that are shaping healthcare organizations and draws on management theory and practice to explore a wide range of topics, including: governance and control; strategy; organizational structure, tasks and positions; culture and ethics; leadership and motivation; communication: planning; decision making and problem solving; recruiting and retaining human resources; teamwork; cultural competence and diversity management; managing people and performance in clinical and support services; and organizational change.

– HLTH-824 Healthcare Accounting

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course serves as an introduction to the financial accounting of healthcare organizations. Understanding the important principles of a healthcare organization's income statement and balance sheet is the essence of this course. Focused attention will be given to the interpretation and analysis of financial statements, including the implications of assuming risk in an era of managed care.

– HLTH-825 Legal Environment of Healthcare

**Prerequisites:**

HLTH-701;

**Credits:**

3.00

**Description:**

Students investigate the structural and functional aspects of the legal, institutional, and political factors that condition the character of the US healthcare industry, the role of the healthcare manager, the legislative process, administrative policy-making, and national trends related to political parties and interest groups. Topics in healthcare law include medical malpractice, informed consent, confidentiality of patient information, healthcare liability, and administrative law.

– HLTH-826 Healthcare Financial Management

**Prerequisites:**

HLTH-701; MHA students are required to take HLTH 824. MBA/H students are required to take MBA 640. Non-MHA and MBA/H students need permission from the Health Department before registering;

**Credits:**

1.50



**Description:**

This course serves as an introduction to the financial management of healthcare organizations. Using financial information for decision making is the essence of this course. Students will gain a perspective on the critical factors related to managing a healthcare organization in a marketplace that is demanding cost effective services. Focused attention will be given to managerial accounting, cost allocation, budgeting, and variance analysis.

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– HLTH-827 Advanced Healthcare Financial Management

**Prerequisites:**

Take HLTH-701 HLTH-824 HLTH-826;

**Credits:**

3.00

**Description:**

In our complex and ever-changing healthcare industry, leaders and managers must understand the financial drivers that are shaping the strategic planning and decision making at all levels of healthcare organizations. This advanced course builds on the healthcare financial management techniques introduced in HLTH 824 and HLTH 826 and is intended for students seeking to enhance their analytic and financial management skill set. Through in-depth research of a healthcare organization's financial statements, students will gain practical experience using the latest tools and analytic methodologies employed by healthcare managers. Our work will focus on financial statement analysis, benchmarking, forecasting, revenue cycle management (including the implications of capitation and pay-for-performance), and capital budgeting (including capital acquisition, lease/buy decisions, and access to capital markets). A group project, guest speakers and course readings aim to develop practical financial management skills that will enable students to make effective managerial decisions that lead to the financial success and long-term viability of their healthcare organizations.

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– HLTH-828 Population Health

**Prerequisites:**

HLTH 701;

**Credits:**

1.50

**Description:**

Healthcare industry trends point toward increasing need for meaningful measurement of the health of populations- from the population of patients who use a particular health service to the populations of nations. Healthcare managers must measure the need and demand for health services as well as the quality, safety and effectiveness of services. This course provides the fundamental information and enables students to develop the skills to apply principles and techniques of epidemiology in planning, delivering and evaluating health services.

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– HLTH-830 Healthcare Operations Management

**Prerequisites:**

Take HLTH-701 and either HLTH-812 or SBS-604. MHA and MSBA students only.

**Credits:**

3.00

**Description:**

Students are introduced to concepts and analytic tools and techniques in operations management, such as project management, process improvement, queuing theory, forecasting, capacity planning, and supply chain management. Students will be challenged to examine the distinctive characteristics of health services operations, understand process improvement and patient flow, and explore the means for making optimal managerial decisions. In-class exercises, applied concept assignments, guest speakers, and exams are used to help students understand ways to improve the effectiveness and efficiency of healthcare organizations.

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– HLTH-831 Performance Improvement and Patient Safety

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

The 'production' of health care is a service of significant personal and social consequence and high on the agenda of every healthcare executive. Today's consumer actively seeks evidence about the quality of care they can anticipate while payers are offering financial incentives to providers who can demonstrate superior patient outcomes. This course will focus on the complexities and processes of assuring quality performance in healthcare organizations.

– HLTH-832 Health Policy

**Prerequisites:**

HLTH-701

**Credits:**

3.00

**Description:**

Examines health policy development and implementation as well as important and cutting-edge U.S. health issues, including their policy and ethical implications. Topics may change each year, but usually include state and federal healthcare reform, access and health disparities, medical errors, healthcare quality, evidence-based practice and shared decision making, chronic illness and disabilities, behavioral health, stem cells and genetics, the consumer paradigm, emergency response management, and end-of-life issues.

– HLTH-833 Rebuilding Public Trust: Quality And Safety in Healthcare Organizations

**Prerequisites:**

Take HLTH-701 AND HLTH-831;

**Credits:**

3.00

**Description:**

The imperative to improve and assure the quality and safety of services is of paramount importance to clinical providers, managers, and executive leadership. This course builds on the basic principles, concepts, tools, and analytic methods addressed in HLTH 831. Among the topics explored in this advanced course are: creating a culture of safety; establishing and sustaining organizational alignment;

quality/safety implications for accreditation and regulatory compliance; measuring and improving the patient experience; mistake-proofing the design process; and principles and strategies to improve reliability. The course will provide a foundation for the learner to: 1.Compare and contrast definitions of quality from a variety of stakeholder perspectives. 2.Classify medical error and identify means to reduce risk and/or take effective corrective action. 3.Explore sense-making and its applicability to transformational change in healthcare quality. 4.Identify leadership strategies for establishing an organization-wide culture of safety. 5.Apply essential healthcare team concepts, especially collegiality and collaboration, in complex circumstances of quality improvement. 6.Define mistake-proofing and mistake-proofing approaches and design applied to patient safety. 7.Apply reliability principles to performance improvement in complex systems. 8.Complete an actual healthcare performance improvement project that involves the use of knowledge and skills acquired in the pre-requisite course HLTH 831: Performance Improvement and Patient Safety as well as this course.

– HLTH-838 Organizational Change in Healthcare

**Prerequisites:**

Take HLTH-701;

**Credits:**

1.50

**Description:**

Healthcare is among the most complex and dynamic industries in the United States. It is characterized by: changing demographics, health conditions and consumer wants and needs; continuous innovation in programs, services, treatments, technology and delivery systems; increasing complexity of care; intense competition among some providers, and mergers and affiliations among others; increasing shortages of key personnel; rising costs; mounting pressure to deliver quality care and manage costs; changing laws, regulations and payment systems; 45+ million Americans without health insurance, resulting in disparate levels of service accessibility and quality; and a growing movement to make health insurance available and affordable for more Americans. In such an environment of challenge and change, healthcare leaders and managers must be able to understand current reality, anticipate the future, and continuously design and implement change. Healthcare organizations must be change-able: i.e., equipped with the orientation, skills and approaches to manage change across a wide range of leadership, management and service delivery dimensions). Accordingly, this course enables

students to: 1. examine key external and internal forces for change that face healthcare organizations, and 2. begin to develop the orientation and skills to envision, design, lead, and implement change in healthcare organizations. Drawing on theory and case studies of organizational change, the course covers such topics as: the nature of organizational change; why the ability to create desired change is so important; key external and internal factors that require healthcare organizations to change; aspects of healthcare organizations that support and resist change; designing and implementing successful and lasting change; sources of greatest leverage for achieving desired change; and key requirements for success.

– HLTH-840 Innovative and Strategic Management in Healthcare

**Prerequisites:**

HLTH 705 (or 701) and HLTH 707 (or 812)

**Credits:**

3.00

**Description:**

The success of any healthcare organization depends on the ability of its leaders and managers to continuously identify, evaluate and address the key issues facing the organization. Innovations in technology, products, practices, and organization, which are continuously reshaping healthcare, are among the most important issues. This course introduces students to these types of innovations, as part of the larger healthcare environment, and integrates them into the larger framework of strategic management of healthcare organizations. The course explores the essential elements of strategic management: systems thinking, strategic analysis, and strategy development and implementation. Using healthcare industry publications and provocative case studies, students conduct assessments of external trends, assumptions and implications; identify and assess organizational opportunities and challenges as well as strengths and weaknesses; identify strategic and operational issues; and review and develop strategies and actions to address the issues and achieve success.

– HLTH-850 Health Information Systems

**Prerequisites:**

HLTH-701;

**Credits:**

1.50

**Description:**

This course covers health information and a range of healthcare IT applications as well as topics related to IT planning and management. Applications include medical records, order entry, decision support, and emerging applications. Planning and management topics include data security, IT cost, systems interoperability, project management, IT implementation, and governance.

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– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

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– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

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– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill a nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

Note: Many of the Healthcare electives are 1.5 credits per course. You must complete 9 credits of electives from this list to graduate with a concentration in Community Health.

**State & Local Government Concentration**

This concentration prepares state and local government managers and officials to function as effective leaders able to respond to the changing climates of government.

Required Course:

– P.AD-817 Administrative Strategies of State and Local Government

**Credits:**

3.00

**Description:**

This course is built on the premise that state and local government leaders have an obligation to fully develop the human resources, network relationships and physical assets available to them so as to increase the value of their organizations to the public. Through case studies, students will explore the successes and failures of state and local government leaders and their strategies in major policy arenas, such as public safety, health and welfare, education, then environment and economic development. Through readings, students will examine state and local government structures and functions, political culture, and administrative reforms.

Choose 3 courses from the list below (9 credits):

– P.AD-810 Public Sector Admin Law

**Credits:**

3.00

**Description:**

Students review the basis for administrative practice. They learn legal interpretation of statutes, regulations, and proposed legislation that impact public administration and public policy.

– P.AD-814 Collaborative Public Management

**Credits:**

3.00

**Description:**

Examination of patterns of intergovernmental operations and administration. Special emphasis on changing techniques of intergovernmental management and emerging patterns of intergovernmental relations. Issues such as regionalism, program mandates, and resource management will be explored.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

– P.AD-827 Financing State & Local Government

**Credits:**

3.00



**Description:**

Recessions and economic stagnation, loss of economic base, and natural disasters have significant consequences for the effectiveness of governments and nonprofits, yet during times of fiscal crisis these organizations carry more responsibility as people look to these organizations for leadership and relief from hardships. This course addresses strategies to prepare for and cope with fiscal crises. Students will learn to assess economic and financial vulnerability, develop management and budget methodologies that are adaptable to changing economic conditions, and develop strategies to ensure long-term financial viability and effectiveness of governments and nonprofits.

– P.AD-828 Public Service Communication

**Credits:**

3.00

**Description:**

Students develop techniques and directives related to communication processing. Both interpersonal communication and electronic information flow will be examined. Communication skills, styles, and strategies will be stressed through use of all media. Students will also analyze the theory and practice of public service marketing in relation to the administration of multiple sectors including private, public, nonprofit and health care by looking at innovative public service products and services.

– P.AD-831 Civic Innovation and Citizen Engagement

**Credits:**

3.00

**Description:**

Participants in this course will examine a variety of innovations that attempt to reap the benefits of diverse engagement by bringing together varied parties to forge new solutions to public service challenges. Across a variety of policy areas, practitioners have developed innovative policies and practices that engage citizens in public problem-solving, giving power to groups made up of citizens and public employees, and holding them accountable for producing and measuring results. Citizens play a critical and increasingly influential role in government decision-making and performance. As a result, leaders must understand the complexity of citizen participation and build skills for effective citizen engagement.

– P.AD-838 Ethics in Public Service

**Credits:**

3.00

**Description:**

In this course, students study the ethical, moral, and legal dilemmas in public and private managerial operations. The gray areas of decision-making provide case studies for exploration of effective ethical practices. Management approaches to deter fraud, waste, abuse, and corrupt practices are identified as are the tools and strategies to strengthen the organizational ethic and culture in business and government. Ethical management strategies designed to improve productivity within organizations are explored.

– P.AD-842 Workplace and Labor Law

**Credits:**

3.00

**Description:**

Workplace and labor law affects every manager's ability to achieve the goals and objectives of the organization. Ignorance of the relevant statutes and case law leads to misunderstanding, mismanagement, and substantial legal costs and controversies. This course reviews some of the more significant legal requirements associated with recruitment and selection, performance appraisal, discipline, wages and benefits, etc. Teaching method includes lecture and case analysis.

## Nonprofit Management Concentration

This concentration covers the field of public service with special attention given to the additional intricacies of nonprofit management.

Nonprofit Management Required Courses (12 credits):

– P.AD-815 Nonprofit Management

**Credits:**

3.00

**Description:**

The primary focus will be on understanding the operational and strategic leadership aspects of managing mission driven, public service organizations. Specific emphasis will be placed on nonprofit corporations, including coursework that explores the legal, structural, and operational issues that are particular to such organizations.

– P.AD-819 Grant Writing and Management

**Credits:**

3.00

**Description:**

PAD 819 covers both Grant seeking and Grant writing. Students, individually, but most often in teams, work with a nonprofit or government organization to develop a project idea and prepare a Master Grant Proposal and a Grant Application to be submitted to a most-likely-to-fund Grant maker. Classes focus on step-by-step Grant writing & Grant seeking process, and the instructor also consults with student-Grant writers individually and via Blackboard.

– P.AD-847 Nonprofit Financial Management

**Credits:**

3.00

**Description:**

This course is designed to build financial management skills for students who wish to start or advance nonprofit management careers and for students who are likely to interact with nonprofits, through grants, contracts, or partnerships. The course focuses on the effective allocation of resources to programs which, in turn, have been designed to achieve the strategic goals of a nonprofit organization. From this point of view, financial management is not a disconnected management function, but an integral part of what managers do to fulfill a nonprofit organization's mission. Basic financial management knowledge and skills - including financial analysis, budgeting, full-cost accounting, pricing services, performance measurement, control of operations and financial reporting are taught within the context of the organization's strategic goals.

– P.AD-848 Nonprofit Law and Ethics

**Credits:**

3.00

**Description:**

This course provides a practical framework for understanding the legal and ethical challenges continually faced by nonprofit human and social service organizations. Students learn about the various levels of legal influence, including federal, state, and city, as well as the "internal" laws of the corporation, and will explore the impact these laws can have on the day-to-day operation of the nonprofit organization. Students develop a methodology for identifying issues that can trigger a legal response and processes for best protecting their organizations, their clients, and themselves.

– P.AD-849 Revenue Strategies for Nonprofits

**Credits:**

3.00

**Description:**

This course provides an in-depth look at today's philanthropic trends, patterns, and best practices in fundraising techniques.

Below are examples of possible public service career focus areas. Career options are not specialized degrees or concentrations and will not appear on your transcript or diploma.

- Public Service Policy and Leadership Management
- Public Budgeting and Financial Management
- Law & Public Policy
- Public Service Leadership
- Policy Analysis and Evaluation
- Philanthropy and Media
- Public Safety
- Information Resource Management

# Graduate Certificate in Nonprofit Management Archive 2018-2019

## Curriculum

5 Courses

15 Credits

Program Length

4 months full-time study

9-16 months part-time study

## Required Courses (9 credits)

- P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

- P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions, including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

## **Electives (6 credits)**

Select two (2) courses from the Nonprofit Management concentration course list.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of

program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment, students are assigned an academic advisor from the Public Administration Academic Department. Students are encouraged to discuss their academic interests and goals with their assigned academic advisor especially when choosing elective courses.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, will need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year of from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements, and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Gainful Employment Disclosure for the Graduate Certificate in Nonprofit Management.

# Graduate Certificate in State and Local Government Archive 2018-2019

## Curriculum

5 Courses

15 Credits

Program Length

4 months full-time study

9-16 months part-time study

## Required Courses (15 credits)

– P.AD-711 Foundations of Public Service and Administration

**Credits:**

3.00

**Description:**

This introductory graduate-level course provides an overview of public administration and service and serves as a basis for further advanced studies in the MPA program. This course covers the structure, functions, and process of public service organizations at various levels, including governments and nonprofit organizations. Students explore historical trends, ethical considerations, and political rationale for the present operations of public service.

– P.AD-713 Managing Financial Resources

**Credits:**

3.00

**Description:**

This course introduces the fundamentals of budgeting, financial management, and revenue systems. Course goals include: A heightened awareness of the democratic ideals and values that must inform budgeting and financial management decisions,



including a commitment to ethics, transparency and accountability; an understanding of the budget process and the distinctive features of budgetary decisions making; an understanding of the critical linkage between budgeting and financial management systems and the capacity of an organization to achieve its strategic goals; the ability to use the budget and financial reports as planning and management tools; knowledge of the basic principles of taxation as well as the structures and functions of federal, state, and local revenue systems. The course emphasizes knowledge and skills essential to the full range of public service careers.

– P.AD-716 Public Service Human Resource Management

**Credits:**

3.00

**Description:**

This course will explore complex issues in public and non-profit human resource management (HRM) by examining policies and practices that support and enhance the value and contribution of individuals in these organizations.

## **Electives (6 credits)**

Select two (2) courses from current State and Local Government concentration course list.

## **Residency Requirement**

To be awarded a graduate certificate from the Sawyer Business School, students must successfully complete a minimum of 15 credits, within the Sawyer Business School, as well as meet the individual requirements of a particular program.

## **Time for Completion**

All graduate certificate programs must be completed within five (5) years after the start of graduate work unless otherwise noted by a particular program. All graduate courses must be satisfactorily completed and an overall average of 3.0, "B" or better, achieved for the entire graduate certificate program. Students requesting an extension for the time of program completion must submit it in writing and it will be evaluated on a case-by-case basis.

## **Advising**

Upon enrollment students in the GCSLG are assigned Public Administration faculty advisor. Students are encouraged to discuss their academic interests and goals with their assigned faculty advisor.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, "B" or better, and provide official transcripts (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program, in the same discipline as the certificate, as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from their graduate certificate must have earned a grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.

## **Gainful Employment Disclosure**

View the Gainful Employment Disclosure for the Graduate Certificate in State and Local Government.

# **Dual Degree with JD Archive 2018-2019**

The MPA is available as a Dual Degree with the Juris Doctor.  
View the MPA/JD Dual Degree Curriculum.

## **Dual Degree with MAAP Archive 2018-2019**

The MPA is available as a Dual Degree with the Master of Arts in Applied Politics:  
View the MPA/MAAP Dual Degree Curriculum.

## **Dual Degree with MAGPP Archive 2018-2019**

The MPA is available as a Dual Degree with the Master of Arts in Global Public Policy.  
View the MPA/MAGPP Dual Degree Curriculum.

## **Dual Degree with MSCJS Archive 2018-2019**

The MPA is available as a Dual Degree with the Master of Science in Criminal Justice Studies.  
View the MPA/MSCTS Dual Degree Curriculum.

## **Dual Degree with MSMHC Archive 2018-2019**

The MPA is available as a Dual Degree with the Master of Science in Mental Health Counseling.  
View the MPA/MSMHC Dual Degree Curriculum.

## **Dual Degree with MSPS Archive 2018-2019**

The MPA is available as a Dual Degree with the Master of Science in Political Science.  
View the MPA/MSPS Dual Degree Curriculum.

## **Fellowships Archive 2018-2019**

### **Moakley Fellowship**

Moakley Fellows' Public Policy and Public Management Internships in Washington, D.C. are in the fine public service tradition of former Massachusetts Congressman and Suffolk alumnus, John Joseph Moakley.

- The Moakley Fellowship program, jointly cosponsored by the Moakley Center for Public Management and the Institute for Public Service, is open to graduate students matriculating in the MPA or MPA dual degree programs.
- A graduate student awarded a Moakley Fellow receives a paid 10-week summer internship totaling \$5,000 in salary and expenses in a key Washington public policy-making office, beginning in June and ending in August (dates may vary according to placement office).
- Moakley Fellows participating in the program have worked: in the office of Congressman Stephen Lynch; on Senator Edward Kennedy's Health Education and Labor (HELP) Committee; at Capitol Associates, a bipartisan health, nonprofit and education government relations firm; and with WolfBlock, a large national lobbying firm.
- For more information contact Linda Melconian [lmelconi@suffolk.edu](mailto:lmelconi@suffolk.edu) or Sandy Matava [mmatava@suffolk.edu](mailto:mmatava@suffolk.edu).

### **The Suffolk University/Commonwealth of Massachusetts Fellowship**

The Suffolk University/Commonwealth of Massachusetts Fellowship provides the means for high performing employees of the Commonwealth to pursue an MPA. In addition to full tuition, the fellowship recipient will receive 100% salary while attending the MPA program and will maintain his or her job on a half-time basis.

An applicant for the fellowship must:

- Occupy a full-time Executive Branch position in an active status, be paid from the AA subsidiary, be classified in a management or professional position or be a Massachusetts State Police Department employee classified as Sergeant or above, and be recommended by the supervisor, appointing authority, and cabinet secretary or division director;
- Be admitted into the MPA Program;
- Possess at least four years of professional work experience in federal, state, municipal or county government in a professional position;
- Possess a strong commitment to continue serving the public interest upon completion of the program;
- Be willing to sign an agreement to continue serving in Massachusetts State Government in the same or higher position for a minimum of two years following

graduation or to repay the salary received while attending the program if one defaults on the agreement.

For more information on the Commonwealth Fellowship contact Deidre Travis Brown (617) 878-9896.

## **Rappaport Institute Summer Fellowship – Public Service Fellowship Program**

The Rappaport Public Service Fellowship program, open to graduate students in policy-related fields at Harvard, Suffolk, BU, and MIT, places 12 students in policy research and management summer positions at state and local offices and agencies in Greater Boston. A \$7,000 stipend enables students to give the public sector a try, and our seminar series and mentoring program place fellows' experiences in a broader context. This also provides another source of advice and support during the fellowship and beyond.

The program is made possible through the generosity of the Jerome Lyle Rappaport Charitable Foundation and is administered at the Rappaport Institute for Greater Boston at Harvard's Kennedy School of Government.

To be eligible, a student must be studying in programs with public policy implications for the Greater Boston metropolitan area or the Commonwealth of Massachusetts. The student also must be continuing their study in the following academic year. The application process consists of a cover letter, resume, statement of interests and writing sample. The application deadline is mid-to-late January.

For more information, visit the Rappaport website: <http://www.ksg.harvard.edu/rappaport>.

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**[Admission \(/admission\)](#)**

**[Student Life \(/student-life\)](#)**

**[Alumni \(/alumni\)](#)**



# TAXATION (ARCHIVE 2018-2019)

- [Master of Science in Taxation \(MST\) Archive 2018-2019](#)
- [Accelerated MST for Attorneys Archive 2018-2019](#)
- [Accelerated MST for CPAs Archive 2018-2019](#)
- [Graduate Certificate in Taxation Archive 2018-2019](#)

## Master of Science in Taxation (MST) Archive 2018-2019

The Master of Science in Taxation (MST) Program prepares students to become successful tax professionals in public accounting, the corporate sector, or government. Graduates of the MST Program will have competence in accounting, a sound understanding of tax issues in a global environment, and an ability to apply this knowledge effectively in tax planning and problem solving situations. They will also have strong communication and research skills and a keen appreciation of the ethical standards of professional practice. The Suffolk MST distinguishes itself from other programs by assuring student competence in three key areas of tax practice: tax compliance, tax planning, and tax policy.

### MST Curriculum

11-13 Courses

31-37 Credits

Program Length

Full-time in as few as 9 months

Part-time in as few as 21 months

### Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Accounting Preparation Courses (6 credits)

May be waived.

- ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

- ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

## MST Core Courses (15 credits)

If course is "must substitute," select an elective following the rules outlined in the Elective Courses section.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**



Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

## **Elective Courses (12 credits)**

At least one of your four (4) electives must be TAX. Your other electives may be TAX but they can also be any 800-level or higher courses, or select MBA 700-level courses, offered in the Sawyer Business School. If you received any "must substitute" under the MST Core Courses section of this document, your additional electives must be TAX.

### **– SBS-920 Graduate Internship**

#### **Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

#### **Credits:**

0.00

#### **Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

Note: Students wishing to take SBS 920 for an elective in the MSF program must consult with the MSF Advisor for guidance on how to be considered for this option.

## **Capstone Course (3 credits)**

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

## MST Learning Goals & Objectives

### Learning Goals

Demonstrate ability to apply analytical reasoning skills to effectively engage in tax research.

(Analytical Reasoning)

### Learning Objectives

1. Identifies the problem and related issues
2. Key assumptions
3. Generates salient alternatives
4. Quality of evidence
5. Conclusions, implications, and consequences

**Learning Goals****Learning Objectives**

Demonstrate ability to effectively identify and communicate ethical issues related to taxation.  
(Ethical Issues Related to Taxation)

1. Identify conflicts of interests and pressures that could lead to unethical conduct
2. Understand what kinds of questions are helpful to ask oneself when confronting an ethical dilemma
3. Demonstrate the ability to identify and take into account the interests of different stakeholders
4. Understand how business strategies that facilitate “doing good” can be made consistent with profitability
5. Understand that what is legal may not always be ethical and that what is ethical may sometimes not be legal
6. Appreciate that ethical norms vary across different countries and cultures

Demonstrate effective oral communication about tax information.  
(Oral Communication)

1. Organize the presentation effectively
2. Deliver the presentation with attention to volume, clarity, grammatical correctness and precision
3. Develop the topic
4. Communicate with the audience
5. Use communication aids effectively
6. Summarize the presentation

Demonstrate effective written communication about tax information.  
(Written Communication )

1. Develop a topic with supporting details
2. Organize written communication effectively and logically
3. Use correct word choice and effective sentence structure
4. Employ normal conventions of spelling and grammar
5. Provide examples and supporting evidence
6. Communicate accurate quantitative information

**MST Elective Tracks**

The MS in Taxation Program suggests two different elective "tracks" to help you customize your degree to meet your career goals. You can follow one of the tracks listed below or create your own.

## Large Firm Track

Students planning to work in large multinational or multi-state firms should consider these electives.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

## Small Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

## Advising

Students in the MST Program are assigned to the Academic Program Director of the MST Program, as their academic advisor. Students are encouraged to discuss their academic interests and goals with the MST Academic Program Director, especially when choosing elective courses.

The Graduate Programs in Taxation Office is also available to respond to any questions or concerns, and may be reached at 617-573-8044 or [mst@suffolk.edu](mailto:mst@suffolk.edu).



## **Waiver & Transfer Policy**

### **Waiver Policy**

Accounting Preparation Courses may be waived. MST Core Courses may need to be substituted with an approved elective. All waiver requests are evaluated upon a student's acceptance into the MST Program and are waived during the student's first semester.

To waive an accounting preparation course, a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MST matriculation, with a grade of "B" or better. To substitute an approved elective for an MST Core Course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All MST students must complete a minimum of 31 credits (10 courses and SBS 700) in the Sawyer Business School.

### **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MST program. However, at the discretion of the program director, taxation core courses may not be transferred if the subject material has changed significantly since completion. Elective or taxation core courses may be considered for transfer.

## **Accelerated MST for Attorneys Archive 2018-2019**

This accelerated option allows attorneys to earn their Master of Science in Taxation (MST) in just nine (9) courses.

## Accelerated MST for Attorneys Curriculum

9-12 Courses

25-34 Credits

Program Length

Full-time in as few as 9 months

Part-time in as few as 16 months

## Required Introductory Course (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

## Accounting Preparation Courses (6 credits)

May be waived.

- ACCT-800 Graduate Financial Accounting I

**Credits:**

3.00

**Description:**

This introductory-level accounting course provides students with a solid base in accounting fundamentals, including U.S. GAAP, the conceptual framework, nature of accounts, journal entries, and ultimately, financial statements. Provides in-depth coverage of the process by which accountants analyze, journalize, post, and summarize transactions. Reviews and analyzes multiple examples of current "real life" financial statements. The students would practice data analytics through the analysis of companies' financial ratios. The course includes a discussion of ethical issues facing accounting professionals and time value of money techniques. For MSA, GCA, & MST students, this is the first course in the financial accounting sequence. For MBA students, this potential elective course builds upon concepts learned in MBA 640.

– ACCT-801 Graduate Financial Accounting II

**Prerequisites:**

ACCT-800 or MSA Program Director permission

**Credits:**

3.00

**Description:**

This is the first of two intermediate-level accounting courses that build on students' learning in ACCT 800, going in-depth into measurement and reporting of asset, liability, and stockholders' equity accounts for external financial reporting purposes. Discusses pronouncements of authoritative sources such as the SEC, AICPA, and the FASB. Introduces students to IFRS and their similarities to and differences from U.S. GAAP. Develops strong critical thinking and problem-solving skills.

## **MST Core Courses (12 credits)**

A maximum of two (2) courses may be waived with prior coursework. Total course waivers/transfers cannot exceed three (3) and a minimum of twenty-five credits must be earned at the Sawyer Business School.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

**Elective Courses (12 credits)**

At least one of your four (4) electives must be TAX. Your other electives may be TAX but they can also be any 800-level or higher courses, or select MBA 700-level courses, offered in the Sawyer Business School. If you received any "must substitute" under the MST Core Courses section of this document, your additional electives must be TAX. At least one of your four (4) electives must be TAX. Your other electives may be TAX but they can also be any 800-level or higher courses, or select MBA 700-level courses, offered in the Sawyer Business School. If you received any "must substitute" under the MST Core Courses section of this document, your additional electives must be TAX.

**Capstone Course (3 credits)**

Should be taken as late in the program as possible.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

## MST Elective Tracks

The MS in Taxation Program suggests two different elective "tracks" to help you customize your degree to meet your career goals. You can follow one of the tracks listed below or create your own.

### Large Firm Track

Students planning to work in large multinational or multi-state firms should consider these electives.

- TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

- TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

- TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also

addresses withholding, treaty implications, and compliance and disclosure requirements.

## Small Firm Track

Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

### – TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

### – TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.



– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

– TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

## **Advising**

Students in the MST Program are assigned to the Academic Program Director of the MST Program, as their academic advisor. Students are encouraged to discuss their academic interests and goals with the MST Academic Program Director, especially when choosing elective courses.

The Graduate Programs in Taxation Office is also available to respond to any questions or concerns, and may be reached at 617-573-8044 or [mst@suffolk.edu](mailto:mst@suffolk.edu).

## **Waiver & Transfer Policy**

### **Waiver Policy**

CPAs automatically waive the accounting preparation courses, shortening their degree to 11 courses. MST Core Courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the Accelerated MST for CPAs Program and are waived during the student's first semester.

All Accelerated MST for CPAs students must complete a minimum of 31 credits (10 courses and SBS 700) in the Sawyer Business School.

### **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from an AACSB-accredited MBA, MSA, MSF, or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk Accelerated MST for CPAs program. However, at the discretion of the program director, MST Core Courses may not be transferred if the subject material has changed significantly since completion. Elective or MST Core Courses may be considered for transfer.

## **Accelerated MST for CPAs Archive 2018-2019**

The Accelerated MST for CPAs is designed to allow CPAs to complete the Master of Science in Taxation (MST) Program in as few as 11 courses. The traditional 13 course MST Program is reduced to 11 courses automatically, shortened by two (2) courses, by waiving the accounting core courses.

## Curriculum

### MST Curriculum

11-13 Courses

31-37 Credits

Program Length

Full-time in as few as 9 months

Part-time in as few as 21 months

### Required Introductory Courses (1 credit)

Must be taken on campus in first semester of program.

- SBS-700 You As a Leader: Self-Awareness, Feedback, and Decision-Making

**Credits:**

1.00

**Description:**

SBS 700 is the first required course in Suffolk's graduate programs. The course is based on the precepts of experiential learning. Based on the idea that people learn best by participating in meaningful activities, this course provides students with the opportunity to learn about and experience first-hand the many complexities of business and the role of top managers. To accomplish this, students will work in small groups as they take on the roles of top managers in a hands-on behavioral simulation.

### MST Core Courses (15 credits)

If course is "must substitute," select an elective following the rules outlined in the Elective Courses section.

- TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

## Elective Courses (12 credits)

At least one of your four (4) electives must be TAX. Your other electives may be TAX but they can also be any 800-level or higher courses, or select MBA 700-level courses, offered in the Sawyer Business School. If you received any "must substitute" under the MST Core Courses section of this document, your additional electives must be TAX.

– SBS-920 Graduate Internship

**Prerequisites:**

SBS 700 (Formerly SBS 600). International students must complete 2 academic semesters before approved. Approval of Program Director/Course Coordinator and SBS Dean of Graduate Programs required.

**Credits:**

0.00

**Description:**

This internship course is for students who are working in an approved graduate level internship in a company, non-profit organization, or public agency. The internship is described in a written proposal agreed upon by the company sponsor and intern. The internship must be approved by the International Student Services Office (international students only), Program Director/Course Coordinator and SBS Dean of Graduate Programs. The internship is intended for international students who wish to participate in a practical, degree related experience. This course does not count toward a degree. International students must receive Curricular Practical Training (CPT) approval with the International Student Services Office PRIOR to beginning an internship.

## Capstone Course (3 credits)

Should be taken as late in the program as possible.

### – TAX-876 Tax Policy

#### **Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

#### **Credits:**

3.00

#### **Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

## MST Elective Tracks

The MS in Taxation Program suggests two different elective "tracks" to help you customize your degree to meet your career goals. You can follow one of the tracks listed below or create your own.

## Large Firm Track

Students planning to work in large multinational or multi-state firms should consider these electives.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also addresses withholding, treaty implications, and compliance and disclosure requirements.

## Small Firm Track



Students planning to work in local firms, who cater to smaller businesses and individuals, should consider these electives.

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

— TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

## Advising

Students in the MST Program are assigned to the Academic Program Director of the MST Program, as their academic advisor. Students are encouraged to discuss their academic interests and goals with the MST Academic Program Director, especially when choosing elective courses.

The Graduate Programs in Taxation Office is also available to respond to any questions or concerns, and may be reached at 617-573-8044 or [mst@suffolk.edu](mailto:mst@suffolk.edu).

## Waiver & Transfer Policy

### Waiver Policy

Accounting Preparation Courses may be waived with credit. A maximum of two (2) MST Core Courses may be waived with credit for prior coursework. Total course waivers/transfer with credit cannot exceed three (3) and a minimum of twenty-five credits must be earned at the Sawyer Business School. MST Core Courses may be waived with substitution of an elective. All waiver requests are evaluated upon a student's acceptance into the MST Program and are waived during the student's first semester.

To waive an Accounting Preparation Course a student must successfully complete equivalent academic coursework at the undergraduate/graduate level in the seven (7) years prior to MST matriculation, with a grade of "B" or better, and provide official transcripts (with English translations, if applicable).

All Accelerated MST for Attorneys students must complete a minimum of 25 credits (8 courses and SBS 700) in the Sawyer Business School.

### **Transfer Credit Policy**

Any candidate seeking transfer credits, taken at the graduate level from a JD program or an AACSB-accredited MBA, MSA, MSF or MST program, will be reviewed on a case-by-case basis. These credits may be considered for transfer if the credits do not apply to a previously completed degree.

Transfer credits must have an earned grade of "B" or better and be taken within five (5) years prior to entering the Suffolk MST program. However, at the discretion of the Program Director, MST Core Courses may not be transferred if the subject material has changed significantly since completion. Elective or MST Core Courses may be considered for transfer.

## **Graduate Certificate in Taxation Archive 2018-2019**

The Suffolk Graduate Certificate in Taxation (GCT) will dive into the intricacies of federal tax and prepare you to work in a large multinational, multi-state, or local firm that caters to smaller businesses and individuals. You can develop breadth of experience over tax compliance, tax planning, and tax policy through this certificate program.

As a part-time student, you can complete the GCT in as few as nine months. If you apply to the MBA, MSA or MST within a year of completing this certificate, and had a 3.3 or higher cumulative GPA, you won't need to take the GRE or GMAT to enroll in the master's program.

## Curriculum

5 Courses

15 Credits

Program Length

Part-time in as few as 9 months

## Elective Courses (9 credits)

– TAX-802 Federal Taxation II

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents further consideration of tax issues as they affect the sole proprietor, including the Alternative Minimum Tax, nontaxable exchanges, basis rules, and passive activities.

– TAX-862 Taxation of Corporations

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Introduces concepts, principles and practices of taxation of corporations and their shareholders. Covers the effects of taxation on corporate formation, capital structures, distribution and liquidation.

– TAX-863 Taxation of Pass-Through Entities

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents concepts, principles, and practices of taxation of partnerships and S-corporations, including the use of pass-through entities for tax planning.

– TAX-864 Tax Practice and Procedures

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Explores strategies of tax practice before the Internal Revenue Service. Covers tax deficiencies, assessments, claims for refunds, rulings, statutes of limitation, penalties, interest assessed, and appeals.

– TAX-865 International Taxation Outbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

This course studies the U.S. taxation of U.S. persons with non-U.S. income and/or activities. Covers foreign tax credit and foreign tax credit limitation, individuals with earned foreign income, controlled foreign corporations, Subpart F, investment in U.S. property, and transfer pricing. Also address compliance and disclosure requirements.

– TAX-866 State & Local Taxation

**Prerequisites:**

TAX-801 and TAX-861(may be taken concurrently) or approval of the MST Director

**Credits:**

3.00

**Description:**

This course strikes a balance between theoretical concepts and practical, real-world issues and covers the interrelationships between the federal and state taxation systems. Includes the coverage of sales and use taxes, corporate income, franchise taxes, and excise taxes.

– TAX-867 Advanced Topics in Corporate Tax

**Prerequisites:**

TAX-801 and TAX-862 or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines tax-free and taxable acquisitions/reorganizations in relation to various acquisitive and reorganizational transactions as well as consolidated returns. Covers continuity of enterprise and interest issues in conjunction with the tax treatment accorded a transaction, as well as carryover, basis and compliance provisions.

– TAX-868 Estate Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Includes a review and analysis, from an estate planning prospective, of legal principles critical to the development of an effective dispositive plan with a primary focus on past, current and proposed Federal tax law principles (under the income, gift, and estate tax statutes) pertinent to the development of a variety of estate plans. In addition, the course includes the discussion of particular estate planning problems and techniques for the purpose of determining the most effective means of achieving the client's goals.

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– TAX-871 Taxation of Estates, Trusts and Gifts

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Identifies concepts, principles and practices of the transfer taxation of decedents' estates, trusts and lifetime gifts. Covers valuation of property subject to estate and gift taxes, Generation Skipping Transfer Taxes, and the use of trusts for tax planning.

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– TAX-874 International Taxation Inbound

**Prerequisites:**

TAX-801 and TAX-861 or approval of the MST Director

**Credits:**

3.00

**Description:**

Studies U.S. taxation of non-U.S. persons with activities in the United States. Covers source of income, business investment, and financial planning from a tax perspective for non-U.S. persons doing business in the United States. Also

addresses withholding, treaty implications, and compliance and disclosure requirements.

– TAX-876 Tax Policy

**Prerequisites:**

TAX-801, TAX-861, and 1 additional TAX course or approval of the MST Director

**Credits:**

3.00

**Description:**

Examines the history and evolution of the tax policy and budget process in the United States and the players in that process. Considers the issues of fairness, simplicity and efficiency in the context of the current tax system and evaluating past and current tax policy to make recommendations to craft new policy. Emphasizes the ethical dimensions involved in the tax policymaking process.

– TAX-879 Personal Financial Planning

**Prerequisites:**

TAX-801 or approval of the MST Director

**Credits:**

3.00

**Description:**

Presents the legal, economic, cash flow, tax, investment and insurance ramifications of life and death. Emphasizes tools and techniques necessary to maximize benefits generated from net worth, cash flow, and employment, and minimize the loss resulting from unforeseen contingencies, death, and retirement. Students participate in class discussions and are required to submit a written financial plan for a hypothetical client.

– TAX-910 Individual Study in Taxation

**Prerequisites:**

TAX-801 or approval of the MST Director



**Credits:**

1.00- 3.00

**Description:**

Enables a student-initiated directed study project. The student and faculty advisor must concur on a written proposal and final report. The project must be approved by the dean of academic affairs prior to registration.

Note: TAX 867 can only be taken if TAX 801 and TAX 862 have been taken first. Any other course with a prerequisite must have the prerequisite met before you can enroll.

**Required Courses (15 credits)**

If course is "must substitute" choose another TAX course. Four (4) of the five (5) courses must be TAX courses. Work with the MST Program Director when choosing courses other than TAX.

– TAX-801 Federal Taxation I

**Credits:**

3.00

**Description:**

Focuses on the federal income taxation of individuals with some discussion of business taxation. Explores the basic structure of individual income taxation, including the individual tax formula, income, deductions, and credits, and provides an introduction to property transactions. Emphasizes how tax laws affect everyday personal and business decisions.

– TAX-861 Tax Research

**Credits:**

3.00

**Description:**

Covers tax research methods, including identifying and defining tax questions, locating appropriate authority, and interpreting statutes, cases, and rulings. Emphasizes effective communication of research findings and recommendations, and proper administration, ethics and responsibilities of tax practice.

\*Tax 801 must be taken in the first semester and it must be completed prior to taking any electives. If waived, it must be substituted with another TAX elective.

\*\*Tax 861 must be taken in the first semester and can be taken concurrently with TAX 801. If waived, it must be substituted with another TAX elective.

## **Gainful Employment Disclosure**

View the Federally Mandated Gainful Employment Disclosure for the Graduate Certificate in Taxation.

## **Waiver/Transfer Policy**

Graduate certificate courses, if waived, need to be substituted with an approved elective. To substitute an approved elective for a required course, a student must have successfully completed equivalent academic coursework at the undergraduate/graduate level in the five (5) years prior to matriculation, with a grade of "B" or better, and provide official transcript (with English translations, if applicable).

Candidates who apply within one year of completing their graduate certificate will have applicable courses applied to a Sawyer Business School (SBS) graduate degree program in the same discipline as the certificate as long as a grade of "B" or better was earned in that course.

Candidates who apply beyond one year or from a certificate program outside their discipline will have coursework evaluated on a case-by-case basis for relevancy, current degree requirements and current Sawyer Business School waiver and transfer policies.

Transfer credits from the graduate certificate must have an earned grade of "B" or better and have been taken within five (5) years prior to entering a SBS graduate degree program. However, at the discretion of the program director, some courses may not be transferred if the subject material has changed significantly since completion.