



# BOSTON COLLEGE

## Woods College of Advancing Studies

Spring Semester 2020



**Woods College of Advancing Studies**  
**Spring Semester 2020**

Monday, January 13	Classes begin Drop/Add period for WCAS students begins Registration for BC day students approved to register for WCAS spring 2020 courses
Monday, January 20	Martin Luther King, Jr. Day—no classes
Wednesday, January 22	Last date for WCAS students to drop/add classes for spring 2019 Last date for WCAS students to drop a class with 100% refund of tuition N.B. - NO Monday substitution (unlike the day school)
Friday, January 24	Last date for WCAS students to withdraw from a class with 80% refund of tuition
Friday, January 31	Last date for WCAS students to withdraw from a class with 60% refund of tuition
Friday February 7	Last date for WCAS students to withdraw from a class with 40% refund of tuition
Friday, February 14	Last date for WCAS students to withdraw from a class with 20% refund of tuition
Monday, March 2 to Saturday, March 7	Spring Vacation
Wednesday, April 1	WCAS registration begins for summer and fall 2020 courses General registration begins for summer 2020 courses
Wednesday, April 8 to Saturday, April 11	Easter Weekend—no classes Wednesday, Holy Thursday, Good Friday, and Holy Saturday
Monday, April 20	Patriot's Day—no classes
Tuesday, April 14	Last date for official withdrawal from a course or from Boston College
Tuesday, April 28	WCAS Graduation Dinner—no classes
Tuesday, May 5 to Monday, May 11	Last week of classes / WCAS term <b>examinations</b>
Thursday, May 16	All grades due by noon
Monday, May 18	Commencement

# WOODS COLLEGE GENERAL INFORMATION SPRING 2020

## OFFICE LOCATION AND HOURS

The Woods College of Advancing Studies is located in St. Mary's Hall South, ground floor, and is open from 8:30 a.m. to 5:00 p.m. Monday through Friday. When classes are in session, the office is also open Monday through Thursday evenings until 7:00 p.m.

## REGISTRATION FOR SPRING 2020 COURSES

Registration for Woods College spring 2019 courses opens **Wednesday, November 6, 2019.**

Spring semester begins **Monday, January 13, 2020.**

\* The **drop/add period** for spring courses is from **Monday, January 13 to Wednesday, January 22, 2020.** There is no registration allowed after this date.

**Continuing WCAS students** may register for courses via the UIS system; by mail; in-person at St. Mary's Hall South; or in the Student Services Office in Lyons Hall. **New students** may either submit a registration form by mail or in-person at St. Mary's Hall South. **WCAS students in a degree program are required to meet with an academic advisor prior to registration each semester.**

## TUITION AND FEES

Tuition for WCAS **undergraduate courses** for the 2019-2020 academic year is \$2056 per course.

Tuition for WCAS MS in Leadership and Administration **graduate courses** is \$870 per credit, or \$2610 for a three-credit course.

Tuition for the WCAS MS in Applied Economics, MS in Cybersecurity Policy and Governance, and the MS in Sports Administration **graduate courses** is \$1172 per credit, or \$3516 for a three-credit course.

Tuition for WCAS MS in Healthcare Administration is \$1190 per credit, or \$4760 for a four-credit course.

The registration fee per semester is **\$25**. For students wishing to **audit** an undergraduate Woods College course (without receiving academic credit) the fee is **\$1028**. (It is not possible to audit graduate courses.)

Visiting Students (undergraduate students who have applied and been approved to take undergraduate day school courses) pay the day school per-credit rate, of **\$1,893** per credit. For more information about Visiting Student status see: <http://www.bc.edu/schools/advstudies/visitingstudents.html>.

The required **Massachusetts medical insurance** for Spring 2020 semester is **\$1,820**. Students enrolled in a health plan that is comparable to the Boston College-sponsored plan may waive the BC coverage through your Agora Portal account. Waivers must be completed every year. All waiver forms for the spring semester only must be submitted through the Agora Portal by January 24, 2020. Students who do not complete a waiver prior to the deadline will automatically be enrolled in and charged the student-only premium for the Student Blue Plan.

**All fees and tuition charges are due at the time of registration.**

## WITHDRAWALS AND REFUNDS

WCAS students withdrawing from a course by the following dates will receive the tuition refund indicated below.

Second Semester \*

- by January 22, 2020: 100% of tuition charged is refunded
- by January 24, 2020: 80% of tuition charged is refunded
- by January 31, 2020: 60% of tuition charged is refunded
- by February 7, 2020: 40% of tuition charged is refunded
- by February 14, 2020: 20% of tuition charged is refunded

There are no refunds beyond this schedule; fees are not refundable. An audit is considered a fee, and there is no refund for a student who withdraws from a course taken for audit. Students may not change a course registration from credit to audit status, or vice-versa.

All requests for drops or withdrawal from a course must be submitted **in writing** to the Woods College of Advancing Studies in St. Mary's Hall South; **no drop or course withdrawal or refund of tuition will be processed without written notification from the student.**

## WCAS ADMINISTRATION

Karen L. Muncaster, Dean

Claudia Pouravelis, Associate Dean for Enrollment Management

Aleksandar (Sasha) Tomic, Associate Dean for Strategy, Innovation and Technology; Program Director, Master of Science in Applied Economics

Christina Williams, Associate Dean for Administration & Finance

Anne Severo, Assistant Dean, Financial Planning and Operations

Elisabeth Hiles, Program Director, Master of Science in Leadership and Administration; Program Director, Master of Science in Sports Administration

Diletta Masiello, Program Director, Summer Session and Boston College Experience Program

Kevin Powers, Program Director, Master of Science in Cybersecurity Policy & Governance.

## CONTACT INFORMATION AND OFFICE

### LOCATION

The Course Catalog and program information can also be found at: <https://www.bc.edu/content/bc-web/schools/wcas/about.html>

James A. Woods, S.J., College of Advancing Studies

St. Mary's Hall South, Ground Floor

Boston College

Chestnut Hill, MA 02467

(617) 552-3900

\* NB - For Saturday classes please contact the Woods College office to determine Drop/Add date.

# WOODS COLLEGE UNDERGRADUATE PROGRAMS (DEGREE AND NON-DEGREE)

## WOODS COLLEGE OF ADVANCING STUDIES

The James A. Woods, S.J. College of Advancing Studies offers both full and part-time study to undergraduate and graduate students from widely differing backgrounds who wish to maximize their experiences and master the skills necessary to advance their future.

Boston College fosters in its students rigorous intellectual development coupled with religious, ethical, and personal formation in order to prepare them for citizenship, service, and leadership in a global society.

Within the context of the Boston College environment, the Woods College of Advancing Studies promotes the care and attention to the human person that is the hallmark of Jesuit education while faculty and students engage in scholarship that enriches the culture and addresses important societal needs.

## UNDERGRADUATE PROGRAMS

The Woods College of Advancing Studies offers the atmosphere of a small college within the environment of a large university. The professional staff at the Woods College has experience helping students arrange a realistic program of study, one that combines work responsibilities with educational goals. Students receive personal attention while enjoying access to the many resources of Boston College. A flexible admission process coupled with academic advising allows a student to select the most appropriate program based on individual needs. Courses are ordinarily scheduled between the hours of 6:00 and 10:00 p.m. Monday through Thursday, and some Saturday classes are also available.

The **Bachelor of Arts** program prepares students to address and master the challenges of a rapidly changing and increasingly complex world. A flexible, broad-based liberal arts curriculum which includes core requirements permits registrants to choose courses and programs of study reflecting individual interests and varied career objectives. The curriculum offers intensive work and a degree of disciplined mastery in a major area.

### Degree Requirements:

A distinguishing characteristic of liberal arts education is a required core curriculum. The **Bachelor of Arts programs** require the following **core courses**:

- 3 English courses
- 3 Philosophy courses comprised of Logic, Ethics, and a Philosophy elective
- 3 Theology courses comprised of two sequential Theology courses and one Theology elective
- 2 Social Science courses
- 2 History courses
- 2 Language courses (Either spoken language OR foreign literature in translation)
- 1 Mathematics course
- 1 Natural Science course
- 1 Computer course
- 1 Fine Arts course
- 1 Public Speaking course

**Degree candidates** must fulfill all program requirements in addition to earning a minimum of 120 credits. Students are required to achieve a minimum cumulative GPA of 1.67 to be eligible to graduate.

Admission as a **transfer student** is also available. A minimum of sixty credits must be completed at Boston College to satisfy residency. A maximum of sixty credits may be transferred into a student's program from regionally accredited institutions. Courses with an earned grade of C or better will be accepted in transfer; however, courses transferred from schools within Boston College may be accepted with grades of C- or better. A minimum of three semester hours is required for a transferred course to satisfy a program requirement.

For students in the **degree program**, the maximum course load is three per semester. Authorization for one additional course will be given only if a student has completed three courses, each with a grade of B or better, in the previous semester.

## UNDERGRADUATE ADMISSION

Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required:

- Completed online application and application fee \$45 (to be paid as part of the online application)
- Two essays (requirements are found on the application)
- Official high school or GED transcript
- Optional SAT, PSAT, or similar standardized test results if graduation from high school has been less than four years
- Two letters of recommendation. Letters must be sent directly from recommender either through online application portal or directly to Woods College. We will not accept letters that are not in a sealed envelope mailed directly from recommender or emailed directly from recommender). If four years or less from high school, request one from a guidance counselor or, for students whose high school graduation is greater than four years, request one from a teacher, employer, or other personal reference)
- Demonstrated English Language Proficiency required (minimum TOEFL score of 100)

## UNDERGRADUATE MAJORS:

(For exact requirements for each major, please see <http://www.bc.edu/schools/advstudies/undergraduate/bachelor/majorsreqs.html>)

The **Communication** major provides students with a sophisticated understanding of the many ways that communication occurs in modern societies. Ranging in focus from interpersonal communication to the forms of mass communication employed by advertisers, political campaigns, and the media, the Communication major equips students to analyze information across all spheres of life. This major also helps students to develop their spoken and written communication skills.

The **Corporate Systems** major provides students with the practical and theoretical tools that they need in order to excel in the world of business. With an emphasis on skills such as financial analysis and computing, the Corporate Systems major also equips students to understand the inner workings of corporations and the economic forces shaping the global marketplace. Students graduate from the Corporate Systems major ready to step forward as socially responsible, ethically oriented business leaders.

The **Criminal and Social Justice** major provides students with a comprehensive understanding of criminality and criminal justice in modern society. Students are introduced to leading theories of criminality and explore the social, economic and psychological factors that underpin criminal behavior. At the same time, students gain an in-depth understanding of the political, legal, judicial, and law-enforcement institutions that control and punish criminal behavior.

The **Economics** major offers students an in-depth understanding of economic activity in modern societies. Students learn how to analyze the behavior of individual consumers and businesses. At the same time, they learn to apply the concepts and models that economists use in order to understand the dynamics of the economy as a whole. This major is ideal for students who want to master the theoretical tools and practical skills that are central to our market-driven society.

The **English** major provides students with a deep immersion in American, British, and World literature and an opportunity to become outstanding writers and communicators. Students are introduced to major writings in English spanning several centuries, learning the narrative and stylistic techniques employed by classic writers of fiction and non-fiction. Simultaneously, they develop their own ability to craft clear, compelling, and original pieces of writing.

As **History** majors, students are introduced to important areas of historical research and schools of thought. Following a curriculum that encompasses European, American, pre-modern, and non-Western history, students learn to apply the tools and concepts of historical inquiry and to communicate the results of their research clearly and effectively. This major is ideal for students who are eager to deepen their understanding of the present through an immersion in the events and cultures of the past.

The **Information Systems and Technology** major emphasizes technical and theoretical issues in information technology. Beginning with an immersion in the basic tools and concepts of computing, students move on to examine programming, up-to-the-minute computer and web-based applications, and advanced topics in software and hardware development. Students in this major learn to apply their information technology expertise within organizations.

The **Natural Sciences** major is designed to give students a comprehensive overview of the three main branches of natural scientific inquiry, Biology, Chemistry, and Physics. Students take introductory courses in all three areas and then have the opportunity to pursue more advanced courses within the area that interests them the most. This major is ideal for students who want to understand how the natural world works and who are interested in learning how different branches of natural science approach the task of explaining the world.

Students in the **Philosophy** major learn to address fundamental questions about knowledge, goodness, and the nature of human experience in a clear, systematic fashion. With a curriculum anchored in the great works of antiquity and the Enlightenment, the Philosophy major introduces students to all of the major fields of philosophical inquiry, including political philosophy, the philosophy of religion, and the philosophy of science. This major is ideal for students who seek to understand the world around them at its deepest level and to sharpen their critical and analytical skills in the process.

The **Political Science** major trains students to analyze political processes and institutions from a variety of theoretical perspectives. Building on a foundation of basic political concepts and research methods, students learn how to interpret events in American political life, how to think about the American political system in relation to political systems in other countries, how to understand the relations between states, and how to think about the role of gender in politics. Students graduate from this major with well developed analytical and communication skills and with a strong grasp of the intricacies of political life.

The **Psychology** major is ideal for students who seek a comprehensive understanding of individual and group behavior. Students in this major learn to analyze human behavior from the vantage point of personality, developmental history, biology, and social context. They are also introduced to the theory and practice of psychological counseling.

The **Social Science** major gives students the opportunity to analyze contemporary society from a variety of social scientific perspectives. Students in this major choose courses from within Economics, History, Political Science, Psychology, and Sociology. This major is an excellent choice for students who seek a comprehensive, multi-faceted understanding of our rapidly changing social landscape.

The **Sociology** major is ideal for students who seek to understand the complexities of behavior and interaction in modern societies. Students in this major are exposed to the classical sociological theories and learn to apply these theories in the analysis of social phenomena. They learn to think about social phenomena in terms of social categories such as class, race, gender, education, and age. At the same time, students learn how to conduct their own original sociological research. They are given a solid grounding in both the quantitative and qualitative methods that sociologists employ in order to make sense of the social world.

**Theology** is designed to provide students with the knowledge and skills necessary for a reasoned reflection on their own values, faith, and tradition, as well as on the religious forces that shape our society and world. As a broad liberal arts discipline, theology encourages and guides inquiries into life's most meaningful issues from diverse perspectives such as ethics, Biblical studies, history, psychology, social studies, philosophy, and comparative religion. There is a strong, although not exclusive, emphasis on Christianity, especially as manifested in the Roman Catholic tradition.

## ACADEMIC ADVISING

All degree students in Woods College have an assigned advisor and are required to meet with the advisor at least once per semester.

It is imperative to meet every semester with an advisor to ensure you are following your plan of study. Courses chosen that do not follow an approved plan of study may not count toward graduation requirements.

Academic advising is also available to non-degree and visiting students. Appointments must be scheduled in advance via the Woods College website or may be made by calling 617-552-3900.

## NON-DEGREE STUDENTS

Non-degree students are individuals interested in taking evening undergraduate courses for academic credit, but not in applying for a degree. Such students enroll during the fall, spring, or summer registration periods upon completion of application and acceptance via the electronic application process through the Woods College website.

More specific application instructions for those interested in applying for Non-Degree Student status can be found at <https://www.bc.edu/content/bc-web/schools/wcas/sites/information-for/nondegree-students.html>

## VISITING STUDENTS

Individuals wishing to attend undergraduate courses during the day as special undergraduate students are required to apply for Visiting Student status at the James A. Woods, S.J. College of Advancing Studies. Qualified applicants are admitted to specific courses on an individual basis upon completion of application and acceptance via the electronic application process through the Woods College website.

More specific application instructions for those interested in applying for Visiting Student status can be found at <https://www.bc.edu/content/bc-web/schools/wcas/sites/information-for/visiting-students.html>

## PROFESSIONAL STUDIES CERTIFICATE

The Professional Studies Certificate is an end in itself for some students. For others, it may be applied toward completion of a bachelor's degree. Whatever one's ultimate goal, whether to qualify for promotion, initiate a career change, or earn an undergraduate degree, a Professional Studies Certificate can help achieve that objective. The number of courses required to complete a Professional Studies Certificate varies with the area of study, but in every instance courses must be completed at Boston College.

Certificate requirements include the following:

- Students must receive at least a grade of C for each course credited toward the certificate.
- Certificate requirements should be completed within two years of initial enrollment; courses are permanently retained on the student record.
- Current WCAS degree students, including international students, may complete a certificate as part of their program.
- Non-U.S. citizens are not eligible for enrollment in a certificate program unless they are currently enrolled in a Woods College degree program.

## PROFESSIONAL STUDIES CERTIFICATE ADMISSION

To be considered for enrollment in a Certificate program, applicants are responsible for submitting online all necessary application materials by the designated program deadlines (see Woods College website).

- Online application form
- Application fee \$45 (to be paid as part of the online application)
- Personal Statement (500 - 750 words)
- Official high school or GED transcript, or Official college/university transcript
- Résumé (optional)

Current degree students interested in adding a certificate to their plan of study should not use the online application. If you are a current Woods student, declare your certificate via the Woods College website.

Applications are accepted on a rolling basis and candidates should complete the application process by the first day of the semester in which s/he wishes to take courses.

**Professional Studies in Accounting** requires Financial Accounting, Managerial Cost Analysis, Intermediate Accounting I and II, and Federal Taxation; and either Financial Statement Analysis, Nonprofit & Public Accounting, Audit, or Intermediate Accounting III.

**Professional Studies in Communication** requires Introduction to Communication, Public Relations, and Principles of Advertising; and two of the following electives: Survey of Mass Communication, Public Speaking, Topics in Intercultural Communication, Social Media, Entertainment Media, International Marketing, Advanced Advertising, Negotiation/Conflict Resolution, Corporate Communication, Computer-Mediated Presentations, Investigative Journalism, and Social Networking in the Digital Age.

**Professional Studies in Criminal and Social Justice** requires Introduction to Criminology, Law & Society, and Criminal Justice; and two of the following electives: Class, Power & Social Change, Deviance & Social Control, Psychological Trauma, Social Psychology, Psychology & Law, Crime & Correction, Drugs & Society, Race, Gender, & Violence, and Law & Morality.

**Professional Studies in Finance** requires Financial Accounting, Macroeconomics, Principles of Financial Management, Investments: Stocks, Bonds & Securities, and Business Ethics; and one of the following electives: Microeconomics, Federal Taxation, or Audit.

**Professional Studies in Human Resources** requires Management Core Course Introduction to Organizational Behavior; Human Resources Core Courses Labor Relations & Human Resources and Employment Law; and two of the following electives: Conflict Resolution: Negotiation Skills, Topics in Intercultural Communication, Theories of Personality, and Accounting & Financial Analysis I.

**Professional Studies in Information Systems and Technology** requires Introduction to Programming, Systems Architecture, Technical Writing, and Intermediate Coding & Design; and two of the following electives: Computer Security, Video Games & Virtual Reality, Collaborative Computing, Database Management, and Information Systems Applications.

**Professional Studies in Management** requires Accounting & Financial Analysis I, Financial Accounting, Marketing: An Overview of Principles & Practices, Leadership: Theory & Practice in Organizations, and Introduction to Organizational Behavior; and two of the following electives: Principles of Microeconomics, Principles of Macroeconomics, Statistics, Accounting & Financial Analysis II, Investments: Stocks, Bonds, & Securities, Advanced Advertising, and International Marketing.

**Professional Studies in Marketing** requires the Core Courses of Marketing: An Overview of Principles & Practices, Advertising, Pricing & Distribution; and one of the following Business Electives: Financial Accounting, Managerial Accounting, Basic Finance, Introduction to Organizational Behavior, or Principles of Microeconomics; and two of the following Marketing Electives: Entertainment Media, Advanced Advertising, Social Media, or International Marketing.

**Professional Studies in Sustainability - ONLINE** - a six-course curriculum offered entirely online, requires Sustainability Science, and five courses such as Corporate Sustainability, Eating and the Environment, Building Green Buildings, Energy in the 21st Century, Water Resources, Wetlands Science and Policy, Environmental Economics, Natural Disasters, Marine Resources, Evolution of Life and Historical Geology, Applied Hydrogeology, and Urban Ecology: Environmental History of Boston.

# UNDERGRADUATE COURSES SPRING 2020

- Refer to the online **Course Information and Schedule**, accessible on the Boston College website and through the BC Agora portal, for any changes to course listings which were made after this catalog was printed.

## ACCOUNTING

~~CANCELLED ADAG 312501—Financial Statement Analysis~~  
~~Prerequisite: Familiarity with Financial Accounting, Finance, Excel and accessing data on the Web.~~

~~Introduces how financial information impacts organizational decision-making. Examines accounting theory and practice, information presentation, market valuations of companies, investment decisions relative to debt, budgeting and forecasting. Topics include financial statements, financial condition analysis, present value, time value of money, budgeting, long term asset and liability decision making as well as the influence of the Financial Accounting Standards Board (FASB). Case studies expand discussions.~~

~~FACE-TO-FACE, Mon 6:15–9:15, Jan 13–May 11, Christina Williams~~

## BUSINESS MANAGEMENT

**ADBM 1052 Introduction to Organizational Behavior**  
To thrive in constantly transforming organizations, it is important to understand the factors which influence performance and satisfaction, and the dynamics critical to interacting with and managing others effectively. Reviews the major theories of management and considers how personality, motivation, communication, perception, group dynamics, leadership style and organizational culture affect productivity and personal and professional success.

**FACE-TO-FACE, ADBM105201** Mon 6:15–9:15, Jan 13–May 11, Gerard Donnellan

~~CANCELLED-ONLINE, ADBM105202~~ Jan 13–May 11, ~~Dee Masciello~~ **FULLY ONLINE SECTION—Asynchronous—No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**ADBM 330001 Advanced Advertising**  
*Prerequisite: ADBM 2235 Principles of Advertising or equivalent.*

This course explores various advertising and marketing disciplines including account planning/research, brand/message strategy, media planning, social media, online/viral marketing and creative development. Case studies are reviewed and analyzed. Topics include market and media planning, advertising and creative strategy for traditional and electronic markets, competitive positioning and how each influences the effectiveness of a campaign.

**ONLINE, Jan 13–May 11, Patricia Clarke**  
**FULLY ONLINE COURSE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

## COMMUNICATION

**ADCO 102001 Survey of Mass Communication**  
Surveys the political, social, and cultural forces that influenced the development of the media. Topics include media history, governmental regulation issues, media economics, the impact of mass media on society, and the organizational decision-making process within the media institutions.

**FACE-TO-FACE, Thurs 6:15–9:15, Jan 16–May 7, Lindsay Hogan**

### ADCO 103001 Public Speaking

While introducing the theory, composition, delivery and criticism of speeches, this course attends to four key communication elements: message, speaker, audience and occasion. Explores various modes and varieties of speaking. This is a performance course.

**FACE-TO-FACE, Tues 6:15–9:15, Jan 14–May 5, Robert Rosenthal**

### ADCO 120801 Entertainment Media

Explores entertainment media from historical, critical and practical perspectives. Topics include film history, broadcast history, video games, the Internet, screenwriting and sports media. Projects include film reviews, short screenplays and analyses of how television networks make business decisions. In addition to lectures and screenings, the class includes a variety of practical exercises and guest speakers from across the entertainment industries.

**FACE-TO-FACE, Wed 6:15–9:15, Jan 15–May 6, Matthew Sienkiewicz**

## CORPORATE SYSTEMS

### ADSY 114301 Corporate Communication

In a globally competitive and technologically advanced world, the ability to convey ideas and persuade diverse audiences is critical to professional success in every organization. The course provides a learning environment which develops proficient communication skills. Focusing on business writing and oral presentations with particular attention to purpose and audience, the curriculum offers strategies for effective business communication in letters, memos, email, reports, proposals, resumes, meetings, and presentations. Classroom interaction, written assignments, collaborative media design, and team presentations provide multiple opportunities to demonstrate and enhance skills and to receive feedback on your professional communication style.

**FACE-TO-FACE, Wed 6:15–9:15, Jan 15–May 6, Carol Fallon**

## CRIMINAL JUSTICE

### ADCJ 303301 Inside-Out: Perspectives on Crime, Corrections, and Justice

This Inside-Out course is an opportunity for a group of students from Boston College and the Suffolk County House of Correction to exchange ideas and perceptions about crime, corrections and justice. It is a chance for all participants to gain a deeper understanding of the United States criminal justice system through the integration of theoretical knowledge and practical experience achieved in meetings throughout a semester. Topics include causes and definitions of crime, criminal justice institutions, myths and realities of prison life, experiences of crime victims, theories of punishment and rehabilitation, and the relationship between crime and community.

For most sessions, class will meet at the Suffolk County House of Correction. Due to the unique nature of this course, registration is by application only.

For more information and to obtain an application, please email: [delsesma@bc.edu](mailto:delsesma@bc.edu) and/or see the Woods College website: <https://www.bc.edu/content/bc-web/schools/wcas/graduate/incarceration-to-education-initiative-/about1.html>

*By Arrangement, Matthew DelSesto*

# ECONOMICS

## ADEC 113101 Principles of Economics: Micro

This course introduces the market system. Topics include the household and the firm, supply and demand, price and output determination, resource allocation, and income distribution. Examines the role of government and alternative economic systems, the changes brought about as the economy moves from a physical to a digital market.

**ONLINE, Jan 13–May 11, Aleksandar Tomic**

**FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

## CANCELLED - ADEC 221001 Behavioral Economics

*Prerequisite: Principles of Economics.*

~~Why do people often behave in ways that are clearly not in their best interest? Integrating an understanding of human behavior into the more traditional economic models offers a fuller explanation of how behavior influences seemingly rational choices and suggests ways to optimize decision-making. This course explores the impact of the current economic crisis, competition, certainty/uncertainty, procrastination, investments, emerging technologies, career flexibility, obesity and divorce to explain outcomes and performance.~~

~~**FACE-TO-FACE, Mon 6:15–9:15, Jan 13–May 11, Enkhmanlai Amarsaikhan**~~

## ADEC 250001 Elementary Economic Statistics

This course equips students with the techniques of analysis and interpretation of quantitative data. Topics considered are descriptive statistics, basic probability, discrete and continuous probability distributions, sampling and estimation, testing statistical hypotheses, correlation and regression, and analysis of variance. No calculus background required.

**FACE-TO-FACE, Mon 6:15–9:15, Jan 13–May 11, Marie Clote**

## ADEC 320201 Macroeconomic Theory

*Prerequisite: Principles of Economics.*

Course analyzes national income determination and macroeconomic government policies. Emphasis on Keynesian theories of national product and its components, national income and employment, liquidity demand, and the money supply process. Looks at how the “new economy” impacts traditional economic theory.

**FACE-TO-FACE, Thurs 6:15–9:15, Jan 16–May 7, Dimitar Simeonov**

## ADEC 334001 Labor Economics

*Prerequisite: Microeconomic Theory*

Applies basic tools of economic analysis to studies of labor markets, employment, wage inequality, income distribution, and government policies. Topics include supply and demand for labor, the influence of technology on markets, market structure, changes in capital markets, human capital theory, labor unions, employment and income policy, discrimination and affirmative action.

**FACE-TO-FACE, Wed 6:15–9:15, Jan 15–May 6, The Department**

## CANCELLED - ADEC 350001 Social Policy Analysis

*Prerequisite: Principles of Economics: Macro*

~~This course introduces the role of social policy analysis in explaining the ideological, institutional and scientific foundations of the modern “social welfare state.” The course covers social policy modeling, normative political theory and distributive theories of justice, rights, opportunities, equality, social equity and poverty. Theories are tested with applications in four major social policy areas: employment, health, housing and welfare.~~

~~**FACE-TO-FACE, Mon 6:15–9:15, Jan 13–May 11, The Department**~~

## ADEC 351001 Mathematics for Economists

*Prerequisite: Differential Calculus (Calculus 1).*

This course introduces students to mathematical methods used in the analysis of economics and business problems. It focuses on multivariable calculus, optimization, and its economic applications. This includes optimization with equality constraints, utility maximization and consumer demand, and Kuhn-Tucker conditions. The course concludes with lectures on economic dynamics and the application of integral calculus to problems in investment and capital formation, present value analyses, and economic growth models. This course is an upper-level Economics elective, and it also fulfills Calculus II requirement for MS in Applied Economics program.

**FACE-TO-FACE, Mon 6:15–9:15, Jan 13–May 11, Paul Garvey**

## ADEC 531001 Data Analysis

*\*Note: Undergraduates must obtain permission from the Applied Economics Program Director in order to register for this course.*

This course is designed to introduce students to the concepts and data-based tools of statistical analysis commonly employed in Applied Economics. In addition to learning the basics of statistical and data analysis, students will learn to use the statistical software package Stata to conduct various empirical analyses. Our focus will be on learning to do statistical analysis, not just on learning statistics. The ultimate goal of this course is to prepare students well for ADEC 7320, Econometrics.

**HYBRID, Mon & Thurs 6:30–9:00, Jan 14–Feb 28, Gustavo Vicentini**

### **NOTE TIME DIFFERENCE**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

# ENGLISH

## ADEN 105201 Introductory College Writing

This course presents the basic techniques that are necessary for successful college writing. It provides the essential tools for clear, organized, and effective analytical expression. Opportunities for revisions heighten self-confidence.

**FACE-TO-FACE, Tues 6:15–9:15, Jan 14–May 5, Anne Pluto**

## ADEN 1054 College Writing

This course, which introduces flexible strategies for approaching each stage of the writing process, prepares students to succeed in their college-level writing. Students learn from readings that illustrate conventions and techniques of composition and from their own regular practice in drafting, revising, and editing.

~~**CANCELLED - FACE-TO-FACE, ADEN105401 Tues 6:15–9:15, Jan 14–May 5, Cindy Fruch**~~

**ONLINE, ADEN105402 Jan 13–May 11, Francesca Minonne**

**FULLY ONLINE SECTION - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

## ADEN 109601 Craft of Writing

This is an introductory course addressing frequent problems in writing. Students write short weekly papers that encourage the development of individual strategy and style. Class essays, as well as creative prose works, provide models. The course is an elective or alternative for Introductory College Writing.

**FACE-TO-FACE, Sat 12:30–3:30, Jan 18–May 9, Ted Murphy**

**NOTE - Saturday class**



## Spring 2020 Undergraduate Courses

### ADEN 116101 Crime, Criminals, and the Courts

Real life crime captivates our sense of intrigue, imagination and our investigative nature. The Whitey Bulger saga, the Lindbergh kidnapping, the Lizzie Borden case, the Boston Strangler murders and the Charles Manson family, and are just some of the fascinating cases that enthrall the public. Analyzing alleged criminals, their suspected motives, and the justice system, students discover how true crime writers master the art of recreating and retelling notorious crimes. Videos and guest lecturers supplement class discussions.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Andrew McAleer

### ADEN 120301 Social Networking in the Digital Age

Writing well in a social media milieu is important especially in the digital age. Students will explore the freedom and the challenges that come with this new era, and learn to write and present compelling narratives across digital platforms. There will be assigned readings for each class. Ethical and other considerations of this medium will be considered, e.g., bullying, “collecting” friends, etc. As this class includes social aspects of on-line forms, reflecting on and discussing dimensions of this are essential. Students will need to bring a laptop or tablet to class.

**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, Thomas MacDonald

### ADEN 121801 Postmodern Literary Laurels

A look at the best in postmodern fiction. Works by recent recipients of prestigious national and global literary awards including the Nobel Prize and National Book Awards. Course explores the social, historical and psychological issues in novels that examine the lessons of the near past, speak to changing times, and look to the future. Readings include: *The Feast of the Goat*, Mario Vargas Llosa; *The Fifth Child*, Doris Lessing; *Out Stealing Horses*, Per Petterson; *Beloved*, Toni Morrison; *Mister Pip*, Lloyd Good; *Tree of Smoke*, Denis Jonson and short works by Olga Grushin. Because of its size, this class will adopt a reading-intensive, lecture format; however, active class participation and discussion will be required, as will reliable access to BC's Canvas LMS.

**HYBRID**, Thurs 6:15–9:15, Jan 16–May 7, Andrea Defusco  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

~~**CANCELLED** ADEN 124401 Film: Literature and Law~~  
~~Interest in the rapport between film and literature as it relates to the law intrigues us as much today as ever. Literature captures the drama of a legal trial or an investigation into a brutal, racial murder. Film then takes this rich material and shapes it into a compelling form with dynamic visuals and other narrative techniques. The course explores the power of story telling and the impact of film to embody and inhabit law and its relationship to ideas about inferiority, liberty, citizenry, race, justice, crime, punishment, and social order. Film adaptations from short stories, plays, and novellas will comprise the body of the curriculum.~~

~~**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, John Michalczyk and Susan Michalczyk~~

### ADEN 128701 Popular Fiction: Action Thrillers

James Patterson has defined action thrillers by the “intensity of emotions they create ... of apprehension and exhilaration, of excitement and breathlessness. ... By definition, if a thriller doesn't thrill, it's not doing its job.” John Grisham, Dan Brown, Stieg Larson, Michael Crichton, Tess Gerritson, Thomas Harris - whether legal, political, military, medical, psychological or sci-fi writers - nonstop action, precarious situations, hair-raising suspense, and heroic characters all exemplify the best thrillers. Course examines the various thriller genres, the control of pacing, the treatment of time, the use of language, and the manipulation of event. Students come to understand and work with the ways authors tell a story and sense what is essential for making fiction.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Akua Sarr

## FINANCE

### CANCELLED - ADFN 104501 Investments: Stocks, Bonds, Securities Markets

~~This course explores tools to better understand the complex financial investments which all investors have access to and must now use to meet their long term financial objectives. In periods of economic and financial uncertainty, financial knowledge is critical to achieving greater financial security. The focus is on two key elements of the investment process: security analysis and portfolio management. Security analysis involves understanding the characteristics of various securities such as stocks, bonds, options, and futures contracts in the marketplace. Portfolio management is the process of combining individual securities into an optimal portfolio tailored to the investor's objectives and constraints. Familiarity with Introductory Finance is recommended but not required.~~

~~**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, Vincent Starck~~

## FINE ARTS

### ADFA 180001 Introduction to Theatre

This course examines the form and meaning of theatre in civilizations from the ancient Greeks to modern times and is designed to expose the student to the live performance experience through the study of various elements of theatre and performance, the history of theatre, and dramatic literature. Attention is paid to the relationship between live performance and other mediated forms, like film and television, with which the student likely will already be familiar. Students will be required to read and analyze various plays and films of plays, to view two live productions, take walking tour of Boston College theatre spaces, and to explore the process of theatrical production.

**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, Anne Pluto

## HISTORY

### ADHS 109201 Modern History II

Survey of European history in global context from the revolutionary movements of the late enlightenment in Europe and in the Americas to the revolutions in Europe, Africa, and elsewhere at the end of the 20th century. The focus will be on the post enlightenment responses to the fundamental questions of human existence as well as economic social and political organization from conservatism and capitalism to Marxism and fascism, as well as the relationship between Westerners and peoples all over the globe.

**HYBRID**, Thurs 6:15–9:15, Jan 16–May 7, Martin Menke  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### ADHS 112701 America Between the Wars

A survey of the years 1918–1945, covering the roaring 20s, the Stock Market Crash, the Depression, the New Deal and the American involvement in World War II. Course investigates the political events of these years, the changing patterns of American life, the social and cultural trends, and the emergence of America as an international power.

**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, Alex Bloom

**ADHS 113001 History of Boston: Puritans to Patriots**  
Course covers the history of Boston from its founding through the momentous events of the 17th and 18th centuries when Boston became the second most important city in the British Empire. During the tumultuous 18th century, Boston significantly expanded financially and geographically, becoming the capital of New England before facing a number of difficulties in the mid-1700's. Course traces Boston's central role in the American Revolution, with an emphasis on Adams, Revere and others, as well as the Boston Massacre, the Tea Party and the Battle of Bunker Hill. We will then focus on how Boston reinvented itself after independence to become by the 1820's, the "Hub of the Universe."

**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Chris Hannan

**ADHS 114201 An Emerging World**

Focuses on events in Europe to view how the world community of nations defined their role in and came to terms with the twenty-first century. Novels, memoirs, essays and documentaries reveal the events and decisions that forced or allowed nations to define themselves in the modern world. Topics include Europe and World War I; the Great Depression; World War II; decolonization and the Cold War; and resurgent nationalism and the "new world order, globalization and terrorism." Books include *Regeneration*, Pat Barker; *The Road to Wigan Pier*, George Orwell; *The European Home Fronts*, Earl Beck; *Blood and Belonging*, Michael Ignatieff; and brief readings.

**FACE-TO-FACE**, Sat 9:00–12:00 noon, Jan 18–May 9, Michael Paul

**NOTE - Saturday class**

**ADHS 118501 A Half-Century of American Film**

A brief history of American film from the days of the silent nickelodeon through the end of the Romantic years of the 50s. Films are viewed, analyzed and discussed.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Chris Hannan

**ADHS 211001 Art, Politics, and Propaganda: Birth of the Nation State 1300-1700**

This course examines the crucial role of Art and Politics in the creation of the Nation State during the Renaissance. We will look specifically at the Tudor and Stuart era in England and Scotland in order to examine the intersection of Art and artists and the politics of the time. In placing Art in its historical context, we will investigate how the Tudor and Stuart dynasties used Art (paintings, poetry, plays, and literature) as a way of engendering and solidifying the concept of the Nation State. We hope to discover the role played by political factors, and various art forms, in confirming the legitimacy of the Nation State in England between 1300-1700.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Michael Paul

**ADHS 221001 For God and Country**

"For God and Country" seems self-evident, but what if obeying God requires disobeying the country's government? Can a person of faith endorse the slogan "my country, right or wrong?" In this course, historical examples serve to achieve a greater understanding of the tension between religious and civic imperatives. Historical examples will range from Christian martyrdom in the Roman Empire or the Jewish uprising at Masada to Christians resisting the Nazi regime. Examples from the three monotheistic religions of the West will be analyzed. Required readings consist of historical documents.

This course is fully online and class discussions will occur synchronously and asynchronously.

**ONLINE**, Jan 13–May 11, Martin Menke

**FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

## INFORMATION SYSTEMS

**ADIT 134101 Social Media: To the Web and Beyond**  
*Attendance at all classes is highly recommended; adding after the first class is difficult.*

This course addresses current and forthcoming Social Media technologies, Web sites, software programs and mobile apps (iPhone and Android apps) with a special focus on privacy and security. Rich and interactive forms of communication, collaboration, and socialization are the heart of Social Media, but come at a price: privacy breaches, identity theft, cyber-stalkers and "online addictions" are among the many issues that we must grapple with. In this unique course students learn how to harness the power of Social Media while protecting themselves and guarding their privacy. Technologies covered in this course include Social Networking (Facebook, Google+, LinkedIn, Snapchat, Tinder, etc.); video and photo sharing (YouTube, Vimeo, Twitch, Instagram, Imgur, etc.); video games and virtual worlds (Minecraft, World of Warcraft, League of Legends, Second Life, etc.), as well as a forthcoming generation of Social Media technologies. No auditors.

**ONLINE**, Wed 6:15–9:15, Jan 15–May 6, Barbara Mikolajczak

**FULLY ONLINE COURSE - Synchronous - MEETS ONLINE ON WEDNESDAYS. Day and time are specific; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

**ADIT 134801 Information Systems Applications**

*Prerequisite: None, but familiarity with Windows and Macintosh operating systems a plus.*

This immersive education course covers the fundamentals of operating the Windows and Macintosh OS and a variety of desktop productivity applications. Includes basic concepts: terminology, word processing, spreadsheet, presentation applications, portable document for+mat, webpage browsing, Internet safety, network terminology, blogging and authoring tools. Students are taught to utilize virtual world environments and blogs as well as online discussion groups for course work conducted outside of class. No auditors.

**ONLINE**, Mon 6:15–9:15, Jan 13–May 11, Barbara Mikolajczak

**FULLY ONLINE COURSE - Synchronous - MEETS ONLINE ON MONDAYS. Day and time are specific; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**CANCELLED - ADIT 134901 Collaborative Computing**

*Prerequisite: Comfortable using the Microsoft Windows or Macintosh operating system including being fully experienced with the process of installing new software on your own computer. Tablet computers, netbooks and similar low-powered computers are not capable of running the graphics software required for this course. A traditional desktop or laptop computer is required.*

This online course explores collaborative computing principles using familiar social media apps and tools (e.g. Google Documents, Google Hangouts, Facebook, Twitter, YouTube, Tumblr, etc.), distributed computing technologies (such as Bitcoin, Ethereum and related cryptocurrencies), peer-to-peer file sharing (such as BitTorrent), brute force hacking "robot networks" and "zombie networks", virtual reality, virtual worlds, video games, and standard business software. Students explore the collaborative use of versatile and powerful state-of-the-art desktop, mobile and Web applications. Topics include operating systems, word processing, spreadsheets, presentation tools, network applications & protocols, client/server applications, network architectures, Web publishing, and collaborative document concepts. No auditors.

**ONLINE**, Mon 6:15–9:15, Jan 13–May 11, Aaron Walsh

**FULLY ONLINE COURSE - Synchronous - MEETS ONLINE ON MONDAYS. Day and time are specific; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

## Spring 2020 Undergraduate Courses

### ADIT 200001 Computer Security

This course provides a strong starting foundation for understanding the complex threats system managers face today and what they need to do to harden their systems against attack. Today's business system managers need to understand these threats and know how to protect their digital assets. Students in this course will look at computer security through a variety of lenses. Specific topics will include: protecting the physical infrastructure, computer system design considerations, identity and access management functions and how they fit in, the role of network security tools, the importance of audits and having the right security processes and policies in place, business continuity and disaster recover planning, managing vendor contracts and special consideration for cloud-based systems, and ethical considerations.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Brian Bernier

### ADIT 330801 Project Management

Participation in IT projects can happen from a variety of angles; from individual contributor, to project team member, to project manager and executive sponsor. As such, this course will take a 360-degree perspective on project management, incorporating the important peripheral elements that influence the discipline. This course will help students develop practical skills for functioning in a variety of roles on projects, including project manager, while developing an appreciation for the importance of governance and project & portfolio management (PPM) in an IT environment, looking at the concept and the practice of projects from the perspective of participant, practitioner, and executive sponsor.

**ONLINE**, Wed 6:15–9:15, Jan 15–May 6, Scott Cann  
**FULLY ONLINE COURSE - Synchronous - MEETS ONLINE ON WEDNESDAYS. Day and time are specific; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

### ADIT 405801 Systems Architecture

**Pre-requisite: Intro to Programming or equivalent**  
This course provides the fundamentals for a student's career as a Software Systems Engineer. The student will learn the various Software Development Life Cycles including Waterfall, Extreme Programming, and Agile. The student will analyze software architecture patterns and qualities such as scalability and maintainability. This course will also cover the various tiered approach to software architecture such as the data, business logic and presentation layered approach. The student will also investigate the latest and future architecture approaches such as cloud, big data, and robotic and intelligent automation. This course requires no software development requirements or experience.

**FACE-TO-FACE**, Fri, 6:15–9:15, Jan 17–May 8, Rene Marcotte

## LANGUAGE AND LITERATURE

### ~~CANCELLED - ADSP 103601 Intermediate Conversational Spanish II~~

~~This course continues to build upon the skills learned in Intermediate Conversational Spanish I. A firm structural and lexical foundation is created so that students will develop the necessary skills for Spanish language oral proficiency. This process, which includes many forms of small group conversations, interviews, role play, audio and video enrichment, culminates in an end-of-semester group project.~~

~~**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Karen Daggett~~

## ITALIAN LITERATURE IN ENGLISH

**ADRL 117501 Inventing Modern Literature: Dante, Boccaccio, Petrarch & Medieval Florence (All in English)**  
During the period from 1265, Dante's date of birth, to 1375, when Boccaccio died, one civilization ended and another began. Dante is the last great voice of Medieval Italy. Boccaccio links the medieval way of life to the age of humanism, and Petrarch, torn by unresolved inner conflicts, stands as the first "modern man". Excerpts from Dante's *Inferno*, Boccaccio's *Decameron*, and Petrarch's *Canzoniere* will be read. All writing assignments, class discussions and readings are in English.

**FACE-TO-FACE**, Thurs 6:15–9:15, Jan 16–May 7, Brian O'Connor

## LAW

### ~~CANCELLED - ADLA 300101 Criminal Justice~~

~~This course provides an introduction, overview, and survey of the American criminal justice system and its subsystems: police, courts, juvenile justice, corrections, and victim witness assistance. The class will examine the role, development, policies and management of the different public agencies and organizations that constitute the criminal justice system. Emphasis is also placed on the study of current and future critical issues such as due process, discretion in the administration of justice, community policing, police ethics, domestic violence intervention, technology to combat crime, threat assessment protocols and counter terrorism strategies, and evidence based juvenile and adult offender institutional and community based treatment programs.~~

~~**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Cesar Vega~~

## MARKETING

### ADMK 115001 Marketing: An Overview of Principles and Practices

An introductory course detailing the fundamental concepts of marketing and the impact of electronic and global activity on traditional and emerging marketing practices. Current examples illustrate marketing principles. Topics include marketing management, psychology of consumer marketing in an electronic environment, product planning and development, product identification and packaging, industrial, retail and wholesale marketing, creating channels of distribution, pricing, promotion and advertising.

**ONLINE**, Jan 13–May 11, Jamie Grenon

**FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

## MATHEMATICS

### ADMT 104101 Intermediate College Mathematics

This continuing course completes the remaining College Algebra topics and then familiarize students with additional branches of mathematics in the fields of elementary probability and statistics. Topics covered will be linear and systems equations, inequalities, radical expressions, quadratic equations, union and intersection, and probability and statistics. Additional topics may be introduced if time permits.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Kenneth St. Martin

**NOTE - Saturday class**

**ADMT 110001 Calculus I**

This is a course in the calculus of one variable and is suggested for Economics majors. The course is also a prerequisite for ADEC3510, Math for Economists, and for participation in the 5th year MS in Applied Economics program. Topics include a brief review of polynomials and trigonometric, exponential, and logarithmic functions, followed by discussion of limits, derivatives, and applications of differential calculus to real-world problem areas. The course concludes with an introduction to integration.  
**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Don Brady

**ADMT 253001 Statistics**

Introduction to inferential statistics covering description of sample data, probability, binomial and normal distribution, random sampling, estimation, and hypothesis-testing.  
**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Dan Chambers

## PHILOSOPHY

**ADPL 100501 Problems in Philosophy**

This course introduces students to some of the enduring problems and questions about life that are addressed by the Western and Eastern philosophical traditions. We will read works by key thinkers such as Plato, Epictetus, Confucius, Lao Tzu, John Locke, John Stuart Mill, Soren Kierkegaard, Friedrich Nietzsche, Henry David Thoreau, and Martin Luther King.  
**FACE-TO-FACE**, Mon 6:15–9:15, Jan 22–May 14, Matthew Clemente

**ADPL 125201 Practical Logic**

Basic principles and practice of classical Aristotelian (common-sense, ordinary-language, not mathematical) logic. One of the most practical courses any learner can take; on the very structure of rational thought itself and how to put this order and clarity into individual thinking.  
**ONLINE**, Jan 13–May 11, Justin Harrison

**FULLY ONLINE COURSE- Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**ADPL 1500 Ethics**

This course will look at ethics from a social and Christian perspective. The course provides an introduction to Christian ethical modes of reflection on contemporary issues that impact class, race and gender groups. These include issues of poverty/economic justice, First World/Two-Thirds World relations, racism and sexism. US citizens often identify themselves as religious persons, but less often do the hard work of connecting religious ethical traditions with social policies that impact relations among social groups. We may come up with different conclusions, but the unifying element in this course is our engagement in the difficult process of ethical discernment that is informed by both social theory (i.e., analysis of class, race and gender systems) and the Christian tradition (Catholic Social Teaching with its foundation in scripture, Thomistic ethics with its assumption that the world is defined and governed by objective moral laws, and church teaching which emanates from application of tradition and scripture to current ethical situations.) An integral component of this class is to be engaged with the world i.e., pay attention to issues in the world that could benefit from the application of the material being discussed in class.

**FACE-TO-FACE**, ADPL150001 Wed 6:15–9:15, Jan 15–May 6, Matthew Clemente

**ONLINE**, ADPL150002 Jan 13–May 11, Eric Severson

**FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**ADPL 130901 Marriage and the Family**

This course explores the significance of the most fundamental and intimate relationships, marriage and family. Through analysis of film, popular literature, social science research, philosophical sources, and theological texts, the course will survey the philosophies of personhood and relationality that function as the foundations for how we understand the historical and modern institutions of marriage. The course will consider how contemporary political, economic, ideological, and technological pressures have altered the condition of the family system and intimate relationships in the context of 21st century American life.

**FACE-TO-FACE**, Sat 9:00 a.m.–3:00 p.m., Mar 14–May 9, Erika Prijatelj **NOTE - Saturday class**

**ADPL 304001 Social and Political Philosophy**

Social and political philosophy examines not only how we should live together, but why we live together in the various ways that we do. A central premise within social and political philosophy is that the causes and solutions to many of humanity's most significant challenges derive from our social and political institutions: our form of government, the nature and limits of sovereignty, how we conceive of citizenship, what forms of rights our government protects (or overlooks), and so on. Some of the questions we will investigate together include: What is the nature of authority? Rights? Equality? And justice? What is freedom? And what does it mean to live freely (and flourish) in a world with diverse human and non-human others? Course examines the principles that establish and justify societies, and determine the rights and responsibilities of a society to its own members, and of a society to other societies—and ultimately, to the global community. Although this course will be historical in orientation, it will also analyze these themes through the lens of contemporary thought and current events. The hope is that by understanding the sources and motivations of our political institutions, we will be in a better position to assess them critically and become more reflective, responsible, and engaged citizens.

**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Melissa Fitzpatrick

## POLITICAL SCIENCE

**CANCELLED - ADPO 131301 Executive Politics and Policy Making**

~~The political environment in any organization influences how power, control and conflict are used to affect change and develop policy. Course explores the dynamics among executive branch personnel in making public policy in American national government, focusing on the president, White House staff, senior presidential appointees in the agencies and career civil servants. Attention is given to the sources and uses of political power in the executive branch; the various configurations of political conflict found across policy areas; the constraints imposed by the larger political environment; the impact of uncertain international tensions and competing centers of power.~~

~~**HYBRID**, Wed 6:15–9:15, Jan 15–May 6, Marie Natoli~~

**ADPO 340101 International Relations**

This course will cover the basic concepts and theories of International Relations, but will have a distinct focus on real-world political matters. It will explore ideas of national power, political ideologies, nationalism, war and peace, diplomacy, globalization and terrorism. As a class, we will explore how these theoretical concepts actually impact the course of human history and peoples' lives. As part of the course, students will conduct research on a focused, real-world, international relations problem of their choosing. onomy affects individuals, societies, states, and the world.  
**ONLINE**, Jan 13–May 11, John Fitzgibbon and Erin Baumann

**FULLY ONLINE COURSE- Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

## PSYCHOLOGY

### ADPS 110101 Theories of Personality

New developments and increasingly sophisticated technology inform and expand our understanding of the brain and human nature, personality and individual differences. The course takes a fresh look at the similarities and differences that key figures, and key research have attributed to human nature. How do genetic inheritance, environment and social factors interact to affect personality? Is personality stable or changing? How can modern psychology reconcile individual needs with those of the community? Readings consider theories of key figures and such factors as temperament, resilience, parenting, education, psychotherapy, gender, and attachment.

**FACE-TO-FACE**, Thurs 6:15–9:15, Jan 16–May 7, *Donnah Canavan*

### ADPS 113901 Abnormal Psychology

Students are introduced to the categories used to understand normal and abnormal behavior and adjustment in Euro-American contexts. The course focuses on the specific diagnoses that are recognized in the DSM-5 and by the general medical establishment in the United States; it provides mainstream competencies concerning diagnostic nomenclature and medical descriptions of human suffering. It also provides tools to critically analyze this system of diagnosis and approach to human suffering. In-depth consideration of psychoanalytic theory and case studies are used.

**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, *David Goodman*

### ADPS 115301 Research Methods for the Social Sciences

This introductory course in research methodology examines issues underlying research from a theoretical and practical point of view. It explores the basic concepts and problems encountered in designing and conducting research and develops the practice of critically thinking about resources located in the research process. Focus is on the tenets of sound research practice to enable students to make reasonable judgments about research read and undertaken.

**HYBRID**, Tues 6:15–9:15, Jan 14–May 5, *Anna Nielsen*  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### ADPS 120201 Violence: Crimes Without Boundaries

Violence, including terrorism, is increasing in frequency and severity in homes, worksites and communities. Offices, courts, schools, healthcare settings and public areas are no longer guarantors of safety. Course examines the nature and causes of violence; presents a range of risk management strategies to reduce the potential for violent acts; and reviews ways for dealing with psychological aftermath of aggressive acts.

**FACE-TO-FACE**, Thurs 6:15–9:15, Jan 16–May 7, *Raymond Flannery*

### ADPS 121801 Social Psychology

Humans are social beings. Social psychology aims for a broad understanding of the social factors that influence how human beings think, act, and feel. In this course, we will take a scientific look at how people affect and are affected by others, investigating how social behavior impacts our daily lives.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, *Joel Simons*

### ~~CANCELLED - ADPS 126101 Developmental Psychology~~

~~A look at general psychological issues as they relate to the developing child. Topics within the areas of personality, social, and cognitive development are considered along with the theoretical and practical implications of studying age differences in behavior.~~

~~**FACE TO FACE**, Tues 6:15–9:15, Jan 14–May 5, *Michael Moore*~~

### ~~CANCELLED - ADPS 418701 Neuropsychology~~

~~*Pre-requisites, Introduction to Psych and Developmental Psych*~~

~~Course in the Fundamentals of Human Neuropsychology approaches the study of the human brain from two organizational perspectives: biological and behavioral. The first third of the course covers the fundamentals (history, evolution, genetics and epigenetics, anatomy physiology, pharmacology, and methodology). The second third covers fundamental brain systems including sensory and motor systems, which illustrate basic circuitry and neuronal computation. The final third covers higher order cortical functions including language, cognition, social cognition, and neuropsychiatric disorders including traumatic, degenerative, and developmental disorders. Neuropsychological function is illustrated liberally with relevant case studies. Assessment consists of three objective (not essay) exams including a comprehensive final.~~

~~**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, *The Department*~~

## SCIENCE

### ADBI 1123 Nutrition for Life

Course acquaints the nonspecialist with the basic scientific principals of nutrition and energy metabolism. Includes an examination of the six nutrient groups (carbohydrates, proteins, fats, vitamins, minerals and water) and their impact on health, disease prevention, and growth and development. Explores current dietary recommendations, nutrition for athletes, dietary supplement use, weight management, and other current hot topics in nutrition. Students assess their own nutrient intakes and compare them to national standards. Material designed for practical use.

**FACE-TO-FACE**, *ADBI112301* Tues 6:15–9:15, Jan 14–May 5, *Sheila Tucker*

**HYBRID**, *ADBI112302* Wed 6:15–9:15, Jan 15–May 6, *Sheila Tucker*

**This is a hybrid section, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### ADBI 120101 Eating and the Environment

There is no bigger impact on Earth than agriculture. And food consumption has the single largest impact on our health. Eating and the Environment focuses on themes of industrialized and sustainable agriculture, including: soil resources and pollution; water and air pollution; pesticides, herbicides and fertilizers; the farm bill; tropical deforestation; food additives and nutritional supplements; food safety and emerging infectious diseases; meat and dairy sustainability ramifications; GMOs; and climate change. We will have a series of pro/con debates in the class, where students will investigate both sides to a topic and to formulate a concrete opinion based on scientific facts and reasoning.

**ONLINE**, Jan 16–May 7, *Jennifer Cole*

**FULLY ONLINE COURSE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**ADBI 112801 Sustainability Science**

Through technology and our growing population, humans are altering the planet at rates much faster than Earth can adjust to the changes. The health of the planet and of its human population are inevitably intertwined. Course explores areas where the human species is causing long-term alteration to the Earth's systems by consuming and impairing our planet's natural resources. It will look at the problems we face in managing limited resources in a technological age and rapidly growing world, the natural processes with which we interact, the wastes we generate, the pros and cons of various potential solutions to these problems and surveys issues that are critical to the future of humanity.

**ONLINE**, Aug 28–Dec 16, Jennifer Cole

**FULLY ONLINE COURSE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

## SOCIOLOGY

**ADSO 113001 Deviant Behavior and Social Control**

A look at patterns of deviant behavior such as crime, drug abuse, unconventional sexual behavior, suicide and mental illness. Course examines how people define and respond to deviant behavior, issues of punishment and victim compensation; theories of social control and power; implications for social policy and change.

**FACE-TO-FACE**, Wed 6:15–9:15, Jan 15–May 6, Jaclyn Carroll

**ADSO 136501 Law and Society**

Radical changes in the basic social fabric that dictate how people live, interact, communicate and work with one another create new demands for a legal system obligated to interpret and establish law. The course examines emerging challenges to freedom of expression, public and private communication: cyberspace, bullying, the disparity of access to resources, family protection, national security and individual rights, and different ways of representing justice. It also explores how the balance of emotion and reason in our idea of justice “shifts” over time, corporate responsibility/irresponsibility, new definition of guilt and innocence, what is just/unjust social behavior, can citizens depend on the legal system, what holds society together.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, James Menno

**ADSO 201001 Drugs and Society**

This course will present and explore a variety of popular and relevant non-mainstream issues of addiction in American society, going beyond simply the misuse of drugs and alcohol. A spectrum of definitions and diagnoses of addictive disorders will be discussed. It will study how the historical significance, social construction, systemic shame, cultural stigma, political influence (war on drugs), religion, and family dynamics influence people who suffer from addictive disorders. Socio-theoretical frameworks and etiological factors that explain motivations and behaviors of macro and micro addicted populations will be analyzed. Consideration will be given to the benefits and consequences of addiction in the context of individual rights, morality and legality. Finally, psychoeducation about available treatment options, as well as medical and mental health policy will be offered and critiqued.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Bryan Smith

**ADSO 250101 Sociological Theories**

*Prerequisite: Intro to Sociology*

Sociological theory explores many complex questions that people have pondered for centuries, including the nature of human interdependence and how it evolves, inequality and why it is tolerated, social change and how it occurs, and social order and how it is maintained. This course introduces students to the major thinkers, classic texts, and relevant theoretical questions that have been and continue to be central perspectives within sociology. Through examining both classic and contemporary schools of sociological thought, we explore the basis for many of the core questions, debates, and methodological approaches within the discipline of sociology. Attention is paid to social and intellectual contexts, conceptual frameworks and methods, and contributions to contemporary social analysis. Throughout this course, we will also consider the application of theory and how these emergent ideas are relevant for contemporary society and current sociological research.

**FACE-TO-FACE**, Mon 6:15–9:15, Jan 13–May 11, Jeremiah Morelock

## THEOLOGY

**ADTH 100201 Biblical Heritage II: New Testament**

A study of the Gospels of Mark, Matthew, Luke and John. The unique approach of each of the four evangelists to the person of Jesus as an historical figure and Son of God is studied with emphasis on theme and theological symbol.

**FACE-TO-FACE**, Thurs 6:15–9:15, Jan 16–May 7, John Darr

**ADTH 101701 Introduction to Christian Theology II: Shaping Cultural Traditions**

What does it mean to be good? Is it possible to be both good and happy, both good and successful? Is morality subjective or are there clear ways to regulate it? How can we balance the individual and the community in our moral struggles?

This course examines eight traditions of morality and ethics: existentialist, utilitarian, Catholic, Protestant, Christian feminist, Black theology, rights theories, and Aristotle. Students apply classic and modern thinkers to contemporary ethical problems emphasizing current events and movies. Interactive discussion emphasized so students discover the sources of values that formed their lives and develop a perspective for themselves and their futures.

**FACE-TO-FACE**, ADTH101701 Wed 6:15–9:15, Jan 15–May 6, Joshua Snyder

**ONLINE**, ADTH101702 Jan 13–May 11, Eric Severson

**FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**ADTH 300201 Catholic Crisis Points II: Twelve Events that Transformed the Church**

This course is the second in a two-course sequence, which offers a comprehensive introduction to the conciliar traditions of the Roman Catholic Church; it covers the period beginning with the Council of Trent and ending with the Second Vatican Council, with an extended exploration of Vatican II's interpretation and reception, offering an historically-schematized overview of the councils of this period. This course attends to the evolution of the place of councils within the modern Catholic Church and it situates these conciliar traditions within their wider historical, political, and cultural contexts. In this way, the course completes a comprehensive introduction to the history of the Catholic Church and its central theological tenets.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Boyd Coolman

## Spring 2020 Undergraduate Courses

### ADTH 401001 Liturgy and Sacraments

In the Priestly Account of Creation in the Book of Genesis, we read that after the six days of creation, God blessed the seventh day and set it aside for rest and worship. All of creation is therefore, oriented towards the worship of God. The Book of Exodus recounts the confrontation between Moses and Pharaoh as centered around the worship motif: "Let my people go," says Yahweh, "that they may worship me." Worship takes on a personalistic character in the New Testament, with Christ as the new and definitive Pascal Lamb. The course on liturgy and the sacraments, therefore, will study how liturgy developed in the Old and New Testaments as the worship of God. It will consider the transition from animal sacrifices to the worship of God in spirit and in truth, that is, liturgy as the *oblato rationabilis*, in the thought of the Fathers, especially Justin the Martyr. Hence, the course will proceed in a two-fold manner: Firstly, it will treat the theology of liturgy, from Genesis to Revelation and in the thoughts of the Fathers, Councils and Contemporary theologians. And Secondly, it will treat the seven sacraments as doors to the sacred, doors to the worship and encounter of God.

**FACE-TO-FACE**, Tues 6:15–9:15, Jan 14–May 5, Fr.  
*Maurice Ashley Agbaew Ebai*

# WOODS COLLEGE GRADUATE PROGRAMS

## MASTER OF SCIENCE IN LEADERSHIP AND ADMINISTRATION

### Program Description

The Master of Science in Leadership and Administration offers a multidisciplinary curriculum. Course offerings combine a strong foundation of theoretical knowledge with practical application which prepares individuals to meet the challenges of a competitive marketplace in a variety of organizational settings.

### Admission Requirements

Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required (see full application for more details):

- Completed online application and application fee \$60 (to be paid as part of the online application)
- Bachelor's Degree from an accredited college with GPA of 3.0 or above \*
- Official transcripts
- Personal statement
- Letters of recommendation (2)
- Résumé or C.V.
- Demonstrated experience in computer applications and statistics \*\*
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-47) scores (optional)
- TOEFL (reporting code 3276) or IELTS scores (if applicable) from within the past two years

\* Students who do not meet these GPA requirements may be considered for admission with the following condition: the completion of two core courses, Research Methods and Data Analysis and Project Management, with grades of B or better. Credits earned in these courses will be applied towards the degree requirements.

\*\*Evidence of proficiency must be provided in one of two ways:

1. Passing with a C- or better previous coursework in these areas (e.g., statistics or computer based course) OR
2. Professional experience that is detailed and documented in a letter of recommendation from one's workplace (from within the last five years of employment)

### Degree Requirements

Degree candidates in Leadership and Administration complete, with a grade of B or better, a minimum of ten courses. At least eight of the courses must be taken in the Boston College Leadership and Administration program. Up to two courses of comparable graduate work may qualify for transfer credit. The six required Core courses are:

- 1) Research Methods and Data Analysis; 2) Accounting and Financial Analysis; 3) Project Management; 4) Evolution of Successful Marketing Strategies in the Digital Era; 5) Leadership and Decision Making: Ignatian-based Applied Ethics; and 6) Applied Research Project (Final semester only). Also required are four concentration electives.

Specializations include:

Corporate Communication and Marketing  
Executive Leadership and Organizational Development  
Human Resources Management  
Project Management

Graduate courses are scheduled ordinarily evenings from 6:30-9:00 p.m. Tuition in the Leadership and Administration program for Spring 2020 is \$2610 per 3-credit course; the registration fee is \$25.

For complete details see [www.bc.edu/woods](http://www.bc.edu/woods) .

## MASTER OF SCIENCE IN LEADERSHIP AND ADMINISTRATION CORE PROGRAM

### ADGR 770301 Research Methods and Data Analysis

This course introduces students to basic social science research methods. The primary objective is for students to learn to read and evaluate research as well as create contributions to their chosen profession or field of research. By the end of the course, students will be more knowledgeable of basic research design and statistical methods. Additionally, students will better understand how to use research findings to improve and enhance their professional roles.

**FACE-TO-FACE**, Mon, 6:30–9:00, Jan 13–May 11, Susan Bradley

### ADGR 770401 Accounting and Financial Analysis I

Financial statements, fundamental accounting concepts, procedures, terminology and contemporary financial reporting are introduced using state-of-the-art business software. The course develops a user perspective to accounting to better understand what the numbers say. Explores the accounting cycle, the various statements that are the product of the process and the implications the data carry. Reviews areas where alternative methods of reporting are allowed. Designed for those using, not preparing data. Little or no formal accounting background needed.

**FACE-TO-FACE**, Mon, 6:30–9:00, Jan 13–May 11, Jason Williams

### ADGR 770801 Project Management

This course introduces students to the basic tenets and components involved in project management. The primary objective is to provide frameworks that make it possible to track and measure project performance, overcome challenges, and adapt to changes in a variety of professional environments. Specific topics covered in the course include project scope, time, cost, quality, human resources, communications, risk and stakeholder management and a variety of other operational issues that emerge during project planning, initiation, monitoring, and execution.

**FACE-TO-FACE**, Wed, 6:30–9:00, Jan 15–May 6, Aza Chirkova

### ADGR 777701 Evolution of Marketing Strategies in the Digital Era

A practical overview of the role and potential of marketing. Developing a market strategy to reach new and evolving markets depends on understanding emerging communication activities and styles, the accurate identification of needs, and expertise in generating and converting inquiries. Elements of a marketing strategy, including pricing, promotion, product decisions, and distribution are included. Creative development of the marketing mix utilizing traditional and interactive components. Strategy formulation and control of the marketing function in a digital world are emphasized.

**HYBRID**, Mon, 6:30–9:00, Jan 13–May 11, Scott Madden

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**



### ADGR 778501 Leadership & Decision Making: Ignatian-Based Applied Ethics

What role do ethics and morals play in influencing leaders? Too often, decisions are made based solely on numbers, shareholder value or some other metric of business, often without reflection. Yet, we have an obligation to each other and to ourselves to personally engage and make decisions within a moral context. Using a Thomistic ethical system and Ignatian discernment and values as our guide, this course will explore strategies and options for integrating virtue into leadership decision-making. Thomistic ethics is to be given primacy of place because it is universally applicable, and is based upon a unified, coherent understanding of the nature of humanity. It is thoroughly grounded in the objective order of things. Thomistic ethics is an eminent expression of philosophical realism. Thomistic ethics is guided every step of the way by the assumption that just as human beings are born into a world which is defined and governed by objective physical laws, so that same world is defined and governed by objective moral laws. Applying those strategies to real world case studies, we will develop tools to help navigate those situations where there is pressure to compromise virtue or disengage from our moral compass.

**HYBRID, Wed, 6:30–9:00, Jan 15–May 6, Gregory Noone**  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### ADGR 9902 Applied Research Project (Taken in final semester only)

*Prerequisite: ADGR7703 Research Methods and Data Analysis*

The Applied Research Project for Leadership and Administration is designed to give students the opportunity to apply the knowledge they have acquired throughout their graduate program to real-world situations. The culmination of such knowledge will be directed at a final presentation and major paper. Also, the learning objectives of their particular MS specialization will be encapsulated through their in-depth, individualized research. An applied research project is meant to be a cumulative experience. As such this course provides opportunities for students to integrate knowledge from their core and concentration courses, to gain insight into the meaning of professionalism and professional practice, and to produce a research project that can be utilized in their current work setting to showcase their skills and talents. Alternatively it can also be used to highlight their background to prospective employers or in fields in which they have an interest but may not be currently employed.

**ONLINE - ADGR990201 Mon, for FIVE MONDAYS: (TBA)**  
*Jenny Gumm*

**FULLY ONLINE SECTION - Synchronous - Day and time are specific; students must also participate per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

**FACE-TO-FACE, ADGR990202 Mon, 6:30–9:00, for FIVE MONDAYS: (TBA)**

*Rene Marcotte*

**FACE-TO-FACE, ADGR990203 Wed, 4:30–6:15, for FIVE WEDNESDAYS: (TBA)**

*Elisabeth Hiles* **NOTE TIME DIFFERENCE**

**FACE-TO-FACE, ADGR990204 Thurs, 6:30–9:00, for FIVE THURSDAYS: (TBA)**

*Kwasi Sarkodie-Mensah*

**FACE-TO-FACE, ADGR990205 Mon, 6:30–9:00, for FIVE MONDAYS 1/13, 2/17, 3/1, 4/27, 5/4**

*Dee Masiello*

**Sections 02, 03, 04 AND 05 are hybrid which combine some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### MASTER OF SCIENCE IN LEADERSHIP AND ADMINISTRATION ELECTIVES SPRING 2020

#### ADGR 801001 Leader as Change Agent

A leader's job is to drive change to respond to a changing environment. The ability to navigate and execute responsive, expedient organizational change is a crucial component for contemporary leaders, yet over 70% of planned change campaigns fail. This course is a study of successful change processes, and the leader's role in creating a culture conducive to change; establishing vision, buy-in and purpose among the influencers; and implementing sustainable, transformative change within an organization. Through the examination and discussion of change theory, case studies, and interviews with change agents, this course considers effective approaches to confronting resistance, as well as leading change both vertically and horizontally. This course includes a leadership style assessment to identify personal strengths and challenges as an influencer and change agent.  
**ONLINE, Thurs, 6:30–9:00, Jan 16–May 7, Foster Mobley**  
**FULLY ONLINE COURSE - Synchronous - Day and time are specific; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

#### ADGR 803001 Talent Management

Companies often describe the people they employ as their most important asset. The best companies view talent as competitive differentiator and one where the acquisition, engagement, development, and retention of talent is a strategic priority. This course exposes you to methods and practices to acquire, engage, and develop talent, focuses on the development of leaders within an organization, and examines how executive succession is managed. Through readings, case studies, on-line and in class discussions students will develop their definition of talent management and perspectives on the most effective practices. The course will culminate with a research project and in-class presentation that allows learning throughout the semester to be shared and reflected with the full cohort group.

**HYBRID, Tues, 6:30–9:00, Jan 13–May 11, Brian McDonald**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

#### ADGR 804601 Organization Theory and Design

Looking at Organizations, and organizational effectiveness, requires one to see through “multiple lenses”. In other words, one cannot simply look at the structure, or view only the humanistic aspects, to determine how well an organization will succeed. Organizations need to be seen and heard through: global perspectives; a multicultural lens; a systems thinking perspective; various organizational models: a collaborative approach; the eyes of the individual. This course will start by helping you think about organizations at the macro level by looking at global perspectives, sustainability and systems thinking across cultures. It will continue by looking at different organizational frames and collaborative research approaches, including highlighting some case studies. The course will conclude by looking at the individual's role in organizational effectiveness. The course design is a blend of online communication and in-classroom experience. Half of the course will take place in the classroom, the other half in our virtual classroom on Canvas. Attendance is required at all in-class dates due to the highly collaborative nature of the course. Weeks that are designated as “online” will require monitoring and posting to Canvas 3-4 days each week. The opening date each week will be when you post your work, and then another three days to engage in an online dialogue with your classmates.

**HYBRID, Wed, 6:30–9:00, Jan 15–May 6, Lauren Bent**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

**ADGR 805301 Employment and Labor Law**

This introduction to the rapidly evolving law of the workplace focuses on how the law works in practice today providing important information for employees and managers. Looks at traditional common law such as ?Employment At Will? and areas of employment law topics including hiring, promotion and termination, workplace security, privacy and safety, compensation and benefits, immigration, and labor-management relations. Course also covers the various laws prohibiting discrimination in the workplace, with a focus on federal statutes and regulations as well as the emerging legal issues around Social Media in the workplace.

**FACE-TO-FACE**, Thurs, 6:30–9:00, Jan 16–May 7, Katherine Lev and James Horgan

**ADGR 811001 Agile Methodologies**

Companies that produce software are increasingly turning to agile development practices to help them stay competitive. Strategic project management is focused on the rapid and repeatable delivery of software, speed to market and risk mitigation as part of the project management process. Project Managers and project teams need to become well-versed in Agile practices and the highly collaborative and iterative methods which have made Agile and experienced “Agilista’s” in high demand. This course starts with an overview for project managers and project teams on a variety of Agile methods, followed by a deeper dive into the most popular Agile process called Scrum. We will cover a prescriptive methodology for “Scrumming”, with activities grouped into categories of People, Process and Technology within the 3 recommended phases for the successful implementation of projects with Scrum. For each phase, we will review a set of inputs and outputs, definitions and common terminologies, tips for success, inputs and outputs and the various Scrum ceremonies for a comprehensive course on running a Scrum project. This will be an interactive, hands-on class, so we can practice Scrum principles and not just learn them from a theoretical perspective.

**FACE-TO-FACE**, Tues, 6:30–9:00, Jan 14–May 5, Laliq Musserian

**ADGR 812001 Marketing Analytics**

As industries become increasingly competitive, companies rely more and more on marketing to attract buyers and prove the value of their spend from brand awareness to impact on revenues. Doing so in today’s digital world requires a clear understanding and management of metrics and analytics. The Internet promises to revolutionize the dynamics of international commerce and permits new types of measurement tools that will expand the data available to marketers, including advertising measurement and customer profiling. This course will provide students with the main tools to lead marketing performance and help them answer key questions such as: How can I lead marketing performance by designing the appropriate metrics? What are the most important marketing metrics and analytics for me to use? How can I measure my various marketing programs’ impact on revenue and profit? How can I best communicate marketing results with my executive team and board?5

**HYBRID**, Tues, 6:30–9:00, Jan 14–May 7, Michael Harrison

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

**ADGR 813001 Risk Management/Quality Management**

This course introduces you to the fundamentals of risk and quality management. Managing quality and risks are important elements of effective project management. You will learn how to identify risks, assess probabilities and potential impacts, plan risk response strategies, monitor, control and communicate risks throughout the project life cycle. You will also learn principles of quality management, how to successfully assure quality and ensure customer satisfaction by monitoring results using quality control tools.

This hybrid course will consist of in-class sessions and online asynchronous work.

**HYBRID**, Thurs, 6:30–9:00, Jan 16–May 7, Aza Chirkova  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

**ADGR 820001 Social Influence**

The Social Influence course is designed to give students a comprehensive approach to understanding social influence marketing. Consumers can be influenced not only for buying products or services but to assume certain attitudes, particular behaviors or decisions. Social media in its different forms employs multiple tools and strategies to impact the social norms, values and beliefs. This new field of marketing encompasses different domains such as culture, consumer behavior, social media, social psychology and its subset of persuasion. Dividing the course in 5 distinctive modules offers the possibility to first cover the determinants of the system of values and norms that are shared among a group of people. Then, the external and internal factors influencing consumers before focusing on the different techniques employed by different media outlets. Through lectures, discussions, case studies, and current news; students will learn and apply various theoretical frameworks to analyze the process of influencing an audience.

**HYBRID**, Thurs, 6:30–9:00, Jan 16–May 7, The Department

# WOODS COLLEGE

## GRADUATE PROGRAMS (CONT.)

### MASTER OF SCIENCE IN APPLIED ECONOMICS

#### Program Description

The Master of Science in Applied Economics offers a practical and comprehensive curriculum to students interested in acquiring skills related to the analysis and interpretation of data across a variety of fields. Graduates will be equipped to understand the context of data they are analyzing, analyze the data, interpret and present results to decision makers, and make recommendations bolstered by the results of the data analysis. The program provides individuals with extensive training in the tools and methods necessary for understanding complex policy issues, industry trends, and analytic strategies within specialized fields of economics including healthcare, finance, marketing, and environmental policy. These skills are developed within a curricular framework that emphasizes reflective, people-centered, ethical decision-making that reflects the Jesuit, Ignatian tradition. The program is intended for individuals seeking to begin or advance careers in industry, policy and government, or the financial sector.

The Master of Science in Applied Economics is a ten-course degree program. The program can be completed in a 16-month period, but is designed to be flexible in meeting the needs of our students. As a working professional, you may wish to attend full- or part-time. Applications are accepted on a rolling basis for admission in the fall or spring semesters. All undergraduate majors are welcome. Financial aid and career assistance are available.

#### Admission Requirements

- Bachelor's degree from an accredited college/university (minimum GPA 3.0)
- Official Transcripts
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-07) scores
- Personal Statement
- Two letters of recommendation
- Résumé
- Online application and application Fee (\$60) paid as part of online application
- Brief interview (in person or via video interface)
- Prerequisite courses: Principles of Microeconomics, Principles of Macroeconomics, Statistics, Calculus I and II\*

\*Calculus II may be taken concurrently during your first semester of study. This requirement can also be fulfilled by taking ADEC 3510 *Mathematics for Economists* (NOTE: This course does not count toward the degree).

#### International Students

In addition to the general requirements listed above, international students should provide the following:

- TOEFL or IELTS scores from within past two years, unless they have completed their undergraduate degree at a regionally-accredited US institution, or a foreign institution in which English is the medium of instruction.
- Detailed course-by-course transcript evaluation indicating conferral of an undergraduate degree that is equivalent to a U.S. bachelor's degree from an accredited institution.

#### Degree Requirements

Ten courses are required to complete the Master of Science in Applied Economics.

##### Core Requirements

- Applied Microeconomic Theory
- Applied Macroeconomic Theory
- Econometrics
- Data Analysis
- Ethics, Economics and Public Policy

##### Sample Electives

- Applied Stress Testing for Economists
- Big Data Econometrics
- Directed Practicum
- Financial Economics
- Economics of Banking and Insurance
- Economics of Development
- Empirical Health Economics
- Environmental Economics
- Financial Economics
- Healthcare Economics
- Predictive Analytics / Forecasting
- Private Sector Development
- Software Tools For Data Analysis
- Urban and Regional Economics

#### Scheduling and Cost

Graduate courses are scheduled ordinarily from 6:30-9:00 p.m. on week nights and 9am-noon on Saturdays. Courses meet face to face with a some offered as hybrids. Tuition for Spring 2020 in the Applied Economics program is \$1172 per credit, \$3516 per 3-credit course, plus the registration fee of \$25.

#### Accelerated Program for Boston College Undergraduate Economics Students

Woods College of Advancing Studies is proud to offer Boston College students an option for accelerated completion of the Master of Science in Applied Economics Program. This option is available to students who have graduated within the past three years, with significant previous economics course work, including Economics majors and minors in the Morrissey College of Arts and Sciences as well as to students with Economics concentration in the Carroll School of Management. Students enrolled in the accelerated program will have to complete eight courses in WCAS, which is possible to achieve within one calendar year of entry into the program.

#### Benefits

- Waiver of application fee
- Waiver of Graduate Record Exam (GRE)
- Preferred admission without the competition of the rest of the applicant pool
- Credit for Microeconomic Theory (ECON2201 or ECON2203) and Macroeconomic Theory (ECON2202 or ECON2204) courses if the courses are completed with a grade of B or better. These credits will count as fulfilling the requirement of taking Applied Microeconomic Theory (ADEC 7201) and Applied Macroeconomic Theory (ADEC 7200).
- Option to complete the eight remaining course requirements in one additional calendar year

#### Qualifications

- Anticipated successful completion of a bachelor's degree in May of senior year
- Overall GPA of 3.30 or above
- Grade of B or better in pre-requisite courses: Principles of Microeconomics, Principles of Macroeconomics, Statistics, Calculus I, and Calculus II\*
- Submission of all Applied Economics application materials by the end of the semester in which student will graduate. In order to receive priority consideration for WCAS financial aid, students should apply in the Fall semester of their Senior year.

\*Calculus II course can be taken after the admission into the program. (NOTE: This course does not count toward the degree.)

## MASTER OF SCIENCE IN APPLIED ECONOMICS CORE PROGRAM

Students must be in the MSAE program or have approval of the Program Director to enroll in any ADEC 7XXXXX courses.

### ADEC 720001 Applied Macroeconomic Theory

This course covers the theory and practice of macroeconomics. The course focuses on the underlying determinants of economic growth, unemployment and inflation by developing and assessing a variety of simple models. The course will also teach the skills needed for interpreting and using macroeconomic data to formulate macroeconomic policy. A central feature of the course includes understanding the ability and limitations of policy for stabilizing the business cycle and promoting long-term growth.

**HYBRID, ADEC720001, Fri, 6:30–9:00, Jan 17–May 8, Fahlino Spuib**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

**ONLINE, ADEC720002 Mar 16–May 8, Can Erbil**

**FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 720101 Applied Microeconomic Theory

This course examines the basic models economists use to study the choices made by consumers, investors, firms, and government officials, and how these choices affect markets. The course focuses on both policy applications and business strategies. Topics include optimization, consumer choice, firm behavior, market structures, risk and uncertainty, and welfare economics.

**FACE-TO-FACE, Tues, 6:30–9:00, Jan 14–May 5, Piyush Chandra**

### ADEC 7310 Data Analysis

This course is designed to introduce students to the concepts and data-based tools of statistical analysis commonly employed in Applied Economics. In addition to learning the basics of statistical and data analysis, students will learn to use the statistical software package Stata to conduct various empirical analyses. Our focus will be on learning to do statistical analysis, not just on learning statistics. The ultimate goal of this course is to prepare students well for ADEC 732001, Econometrics.

**HYBRID, ADEC731001 Mon & Thurs, 6:30–9:00, Jan 13–Feb 28, Gustavo Vicentini**

**ONLINE, ADEC731002 Tues, 8:00–10:00, Jan 13–Mar 01, Lawrence Fulton**

**FULLY ONLINE SECTION - MEETS ONLINE ON TUESDAYS AND THROUGH THE WEEK**

**Synchronous AND Asynchronous.**

**Synchronous session Monday evenings at 8:00 p.m.; students must ALSO participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 7320 Econometrics

*Pre-requisites: Applied Microeconomic Theory, Applied Macroeconomic Theory, and Data Analysis*

This course focuses on the application of statistical tools used to estimate economic relationships. The course begins with a discussion of the linear regression model, and examination of common problems encountered when applying this approach, including serial correlation, heteroscedasticity, and multicollinearity. Models with lagged variables are considered, as is estimation with instrumental variables, two-stage least squares, models with limited dependent variables, and basic time-series techniques.

**HYBRID, ADEC732001 Mon & Thurs, 6:30–9:00, Mar 16–May 11, Gustavo Vicentini**

**ONLINE, ADEC732002 Mar 16–May 11, Nathaniel Bastian**

**FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 750001 Ethics, Economics, and Public Policy

The focus of the course is to ascertain how public policy makers decide to either regulate or legislate how an industry/firm will operate in society. We will examine the process from three different vantage points: ethics, economics, and policy. The first part of the course will be spent examining the role (or lack thereof!) that ethical thinking plays in motivating public policy makers to take action. The second part of the course examines how economic pressure comes into play as policy makers try to establish bounds on an industry or a firm. Finally, we explore the role that social pressures such as the media and various interest groups play in influencing how public policy makers react to various issues that confront an industry or a firm.

**HYBRID, Thurs, 6:30–9:00, Jan 13–May 11, Richrd McGowan**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

## MASTER OF SCIENCE IN APPLIED ECONOMICS ELECTIVES SPRING 2020

Students must be in the MSAE program or have approval of the Program Director to enroll in any ADEC 7XXXXX courses.

### ADEC 735001 Economics of Banking and Insurance

*Pre-requisites: Applied Microeconomic Theory, Applied Macroeconomic Theory, and Data Analysis*

This course provides students with a broad understanding of (i) the main components and purposes of the financial system, (ii) how financial institutions, in particular banking organizations and insurance companies work and what purposes they serve, (iii) to what risks and challenges banks and insurance companies are exposed, and (iv) what risks and challenges the global financial system creates for policy makers. The role and importance of banks is generally understood, but insurance companies also carry out a significant role in providing risk mitigation capabilities across the financial landscape, accounting for some 9% of GDP.

Course will review theories of banking, payments, and credit instruments used by banks and insurance companies. It will also deepen our understanding of the insurance products (life, health, property and casualty). Emphasis will be placed on the risk measurement and management at these financial intermediaries: market volatility, corporate credit risk, retail credit risk, sovereign credit risk, trading, stress tests, etc. We will also investigate the macroeconomic consequences of externalities caused by bad risk management and the role of government, in particular the Federal Reserve, in promoting financial stability.

**FACE-TO-FACE, Tues, 6:30–9:00, Jan 14–May 5, Jose Fillat**

## Spring 2020 Graduate Courses

### ADEC 737001 Applied Stress Testing for Economists

*Pre-requisite: ADEC 731001 Data Analysis or department approval.*

Since the financial crisis of 2008, banks and bank holding companies in the United States have faced increased regulation. One of the recent changes to these regulations is known as the Comprehensive Capital Analysis and Review (CCAR). At the core of these new regulations, specifically under the Dodd-Frank Wall Street Reform and Consumer Protection Act and the stress tests it mandates, are a series of “what-if” or “scenario analyses” requirements provided by the Federal Reserve. In this course we will examine these new regulations and build models which help to satisfy these requirements. In the course will build both “bottom-up” and “top-down” models which incorporate external economic scenarios. We will also spend time with the creation of these scenarios. The final project will involve presenting results to experienced banking professionals. Experience with some statistical computing software is required (R, Stata or eViews).

**ONLINE, Mar 16–May 10, Sebastiaan Roelands**

**FULLY ONLINE-Asynchronous. No days/times specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 742001 Development Economics

*Pre-requisites: Applied Microeconomic Theory, Applied Macroeconomic Theory, Data Analysis, and Econometrics*

This course examines global differences in the standard of living and economic growth. It also explores policies and programs that help in the alleviation of poverty, with emphasis on policies related to education, health, and foreign aid, etc. Focus of the course is on empirical examination of topics, evaluation of research designs, and interpretation of statistical/econometric evidence. Students can be concurrently enrolled in the Econometrics course.

**FACE-TO-FACE, Thurs, 6:30–9:00, Jan 16–May 7, Piyush Chandra**

### ADEC 7430 Big Data Econometrics

*Pre-requisite: ADEC 731001 Data Analysis or department approval.*

This course demonstrates how to merge economic data analysis and applied econometric tools with the most common machine learning techniques, as the rapid advancement of computational methods provides unprecedented opportunities for understanding “big data”. This course will provide a hands-on experience with the terminology, technology and methodologies behind machine learning with economic applications in marketing, finance, healthcare and other areas. The main topics covered in this course include: advanced regression techniques, resampling methods, model selection and regularization, classification models (logistic regression, Naïve Bayes, discriminant analysis, k-nearest neighbors, neural networks), tree-based methods, support vector machines, and unsupervised learning (principal components analysis and clustering). Students will apply both supervised and unsupervised machine learning techniques to solve various economics-related problems with real-world data sets.

**FACE-TO-FACE, ADEC743001, Tue, 6:30–9:00, Jan 14–May 5, Razvan Veliche**

**NOTE - Saturday class**

**ONLINE, ADEC743002 Jan 13–Feb 28, Nathaniel Bastian**

**FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 7460 Predictive Analytics / Forecasting

*Pre-requisite: ADEC7320 Econometrics*

This course will expose students to the most popular forecasting techniques used in industry. We will cover time series data manipulation and feature creation, including working with transactional and hierarchical time series data as well as methods of evaluating forecasting models. We will cover basic univariate Smoothing and Decomposition methods of forecasting including Moving Averages, ARIMA, Holt-Winters, Unobserved Components Models and various filtering methods (Hodrick-Prescott, Kalman Filter). Time permitting, we will also extend our models to multivariate modeling options such as Vector Autoregressive Models (VAR). We will also discuss forecasting with hierarchical data and the unique challenges that hierarchical reconciliation creates. The course will use the R programming language though no prior experience with R is required.

**FACE-TO-FACE, ADEC746001 Thur, 6:30–9:00, Jan 16–May 7, Robert Bradley**

**ONLINE, ADEC746002 Mon, 8:00–10:00, Mar 16–May 11, Lawrence Fulton**

**FULLY ONLINE SECTION - MEETS ONLINE ON MONDAYS AND THROUGH THE WEEK Synchronous AND Asynchronous.**

**Synchronous session Monday evenings at 8:00 p.m.; students must ALSO participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.**

### ADEC 753001 Measuring Business Cycles, Trends and Growth Cycles

This course will focus on the measurement and analysis of business cycles with a special emphasis on business forecasting. Leading indicators are used as forecasting tools to predict when economies move from expansion to recessions and vice versa. Taking an applied empirical approach, we will cover data and tools used for analysis of short term conditions. While business cycle analysis is concerned with short-term fluctuations, understanding the long-term growth path of an economy is important to interpret short-term movements. Applications of trend estimation methods will also be covered. We will study cycles in developing economies which have experienced long periods of continuous growth. Our focus is on important economic indicators and a discussion of data issues such as price indexes, deflation, and seasonal adjustment. How can these indicators be applied and interpreted to understand short term trends in the economy? How can they assist in economic and business decision making?

**HYBRID, Sat, 9:30–12:00, Jan 18–May 9, Ataman Ozyildirim**

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus in Canvas and on the Woods College website for more detailed information.**

### ADEC 784001 Management of Projects in Applied Economics

The course will provide methods of defining, planning and executing business or organizational projects. From an economics perspective, the success of a project mostly relies on the maximization of profit to allow for reinvestment and further growth and profits. The course will focus on best practices that enable the successful implementation of and excellence in project management with a focus on economics. The course also discusses the technical, cultural, and interpersonal skills necessary to successfully manage projects from start to finish. It emphasizes that project management is a professional discipline with its own tools, the body of knowledge, and skills. Concepts are reinforced by case studies covering a wide variety of project types and industries.

**FACE-TO-FACE, Thur, 6:30–9:00, Jan 16–May 7, Ayse Sile**

**ADEC 791001 Software Tools for Data Analysis**

The course provides students with an overview of popular software packages used for data exploration, analysis and visualization. The first part of the course offers an overview of the non-programming tools spreadsheet/Excel and Tableau. In Excel we will cover basic method, tools, charts, with the emphasis on pivot tables. In Tableau students will be introduced to data collection, exploration and visualization methods. The second part of the course will provide an intro to using SQL databases, where students will learn how to create SQL queries to select, filter and arrange data. The third part of the course will cover basic data analysis in statistical software packages Stata and R. Here students will learn how to write their own code for importing, cleaning and exploring large datasets, as well as how to create, modify and export complex charts and summaries for visual, qualitative and quantitative analysis of the data.

**FACE-TO-FACE**, Fri, 6:30–9:00, Jan 17–May 8, Anatoly Arlashin

**NOTE - Friday class**

**ADEC 792001 Market Research and Analysis**

Market research is the systematic gathering and interpretation of information and data using the statistical and analytical methods and techniques of the applied economics and statistics to gain insights or support decision making. This course provides you with the skills and tools needed to understand and evaluate market research. Market research and analysis involve developing research questions, collecting data, analyzing it and drawing inference, with a view to making better decisions. To this end, the course is organized into two basic parts: (1) Data collection and research design, and (2) Tools and applications of research and data analysis. The course will provide a framework for conducting research, knowledge to properly design research, techniques and tools to analyze data and infer insights, and practical information sources.

**FACE-TO-FACE**, Tue, 6:30–9:00, Jan 14–May 5, Ayse Sile

**ADEC 793001 Fundamentals of Private Equity**

This course is for students who wish to gain a high-level understanding of the private equity ecosystem. Private equity is no longer niche, but a large and global asset class with trillions of dollars under management that touches many aspects of people's daily lives all over the world. There are now thousands of private equity firms globally, and the industry has evolved to the point where different players offer distinct investment strategies and execution styles. Topics will include LBOs, venture capital, structures, economics, due diligence, portfolio construction, performance measurement, impact on society, agency issues, and ethical considerations. Through class discussion, guest lectures, and case studies, students will develop an understanding and appreciation for this unique asset class that is not well understood by many.

**FACE-TO-FACE**, Mon, 6:30–9:00, Jan 13–May 11, Gul Yanmaz-Karsligil

**~~CANCELLED - ADEC 794001 Environmental and Natural Resource Economics~~**

~~This course examines where the tension between economic activities and environment stems from, how economic activities cause environmental degradation and what kind of regulatory actions should be taken in order to maintain the balance between economic growth and environmental sustainability. The course has two main parts, theory and applications. We will start with analyzing the underlying economic theory of market failures, economic valuation, economic incentive instruments, and then move onto the applications of the economic theory to real world cases, i.e. air pollution control and climate change mitigation policies, water quality management and waste management.~~

~~**FACE-TO-FACE**, Thurs, 6:30–9:00, Jan 16–May 7, Gokce Olcum~~

**ADEC 888001 Directed Practicum**

*Department permission required from the Applied Economics Program Director.*

Directed Practicum course allows students in the MS in Applied Economics program to apply their coursework in a working environment either via internships for full time students or special projects at their place of employment for part-time students who work full time.

*By Arrangement*

# WOODS COLLEGE

## GRADUATE PROGRAMS (CONT.)

### MASTER OF SCIENCE IN CYBERSECURITY POLICY AND GOVERNANCE

#### Program Description

The Master of Science in Cybersecurity Policy and Governance provides students with the skills necessary to manage the critical and emerging cybersecurity issues faced by private industry and government. Taught by industry leaders and practitioners, students will learn applied and “hands-on” ways to identify, assess, and manage cyber risk, and to develop and implement a proactive, comprehensive cybersecurity strategy to effectively defend, mitigate, and recover from a cyber-attack. The program prepares practitioners to lead and design a business case for investment to senior executives, Boards of Directors, and government officials, and to bridge the communication gap between IT security professionals and key business stakeholders.

#### Admission Requirements

- Online application and application fee (\$60)
- Bachelor's degree from accredited college with GPA of 3.0 or higher
- Official transcripts from undergraduate institution
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-15) scores\*
- Personal statement
- Two letters of recommendation
- Résumé
- Brief interview (in person or via video interface)
- 3-5 years of professional experience in the information technology industry or experience involving current cybersecurity issues
- Those with less than 3 years of professional experience must have completed recent coursework in computer science or computer engineering, or coursework in an approved information technology course, with a grade of B or higher\*\*

\*Waiver may be granted based upon relevant professional work experience and GPA from accredited college.

\*\*Students who do not meet this requirement may be considered for admission with the following condition: the completion of an approved computer science or computer engineering course at the Woods College, with a grade of B or higher.

#### Degree Requirements

Ten courses are required to complete the Master of Science in Cybersecurity Policy and Governance. See Admission Requirements for prerequisites.

#### Core Requirements

- Cyber Ecosystem and Cybersecurity
- Cybersecurity Policy: Privacy & Legal Requirements
- Network & Infrastructure Security
- Incident Response & Management
- Organizational Effectiveness: Governance, Risk Management & Compliance
- Ethical Issues in Cybersecurity & the Ignatian Paradigm

#### Sample Electives

- International Cybersecurity
- Investigations & Forensics
- Managing Cyber Risk: Mobile Devices & Social Networking
- Establishing the Business Case & Resource Allocation
- Security in the Cloud
- Role of Intelligence: Enabling Proactive Security
- Applied Research Project: The applied research project entails an approved applied project, and is completed in conjunction with a current job, externship, or portfolio.

Graduate courses are ordinarily scheduled from 6:30-9:00 p.m. Tuition for Spring 2020 in the Cybersecurity Policy and Governance program is \$1172 per credit, \$3516 per 3-credit course, plus the registration fee of \$25.

### MASTER OF SCIENCE IN CYBERSECURITY POLICY AND GOVERNANCE CORE PROGRAM

Students must be in the MSCY program or have approval of the Program Director to enroll in any ADCY courses.

#### ADCY 600001 Cyber Ecosystem and Cybersecurity

Course provides an overview of Cyberspace, defines the scope of Cybersecurity, and addresses information classification and system compartmentalization. Course includes an appreciation of information confidentiality, integrity, and availability, and covers Cybersecurity architecture, strategy, services, hardware, software, and cloud services. The course also examines national security issues, critical infrastructure, and the potential for cybercrime and cyber terrorism, as well as the need for corporations to align their security with business needs and consider the threat from malicious employees, contractors, and/or vendors.

**FACE-TO-FACE**, Thurs, 6:30–9:00, Jan 16–May 7, William G. Oates

#### ADCY 605001 Cybersecurity Policy: Privacy & Legal Requirements

This course provides a comprehensive examination of the laws, regulations, and Executive Orders concerning privacy, including PCI, HIPAA, GLBA and their overseas counterparts, and the roles of Federal, State and local law enforcement. The course also examines national security issues governed by various Federal agencies (e.g., SEC, FTC, FCC, FERC), including suspicious activity reporting (SAR) requirements under the Patriot Act. Additionally, the course addresses intellectual property protection (e.g., SOX, NIST, FISMA), security classifications, data location requirements, audits, compliance assessments, and individual, class-action, and shareholder derivative litigation and liability.

**FACE-TO-FACE**, Thurs, 6:30–9:00, Jan 16–May 7, Kevin Powers and Katherine Fick

#### ADCY 630001 Network & Infrastructure Security

Course provides an understanding of the threats and vulnerabilities in Cybersecurity and an introduction to the concepts of layering defense and providing for defense-in-depth. Specific topics include operating system security, component lifecycle management, database security, server security, application security, mobile devices, BYOD, and end-point security. Course covers the roles of physical security, system hardening, firewalls, encryption, anti-virus, and malware defense, and also introduces identity and access management, role-based access control (RBAC), intrusion detection, penetration testing, and incident response.

**FACE-TO-FACE**, Tues, 6:30–9:00, Jan 14–May 5, David Escalante

#### ADCY 635001 Incident Response & Management

Course provides an understanding of the design and development of a Cybersecurity strategy which aligns with private industry and government needs, including incident documentation/analysis, response planning, and the role of a critical event response team (CERT) in determining recovery, managing liability and communications, coordinating with law enforcement, and protecting corporate reputation. Course also examines leadership and the adoption and implementation of a proactive stance through monitoring and responding to internal and external intelligence, including monitoring network traffic, activity logs (SIEM) for data breaches, denial of service (DoS), and integrity events, and outlines the roles of information security operations centers (ISOCs) and network operations centers (NOCs).

**FACE-TO-FACE**, Mon, 6:30–9:00, Jan 13–May 11, Kevin Burns

## MASTER OF SCIENCE IN CYBERSECURITY POLICY AND GOVERNANCE SPRING 2020 ELECTIVES

### ADCY 645001 Investigations and Forensics

Course covers forensic investigation, case prioritization, and case management, and addresses procedural documentation, standards of evidence, reporting, and disclosure requirements. The digital forensic portion of the course provides an understanding as to disk imaging, file recovery, trace-back techniques, network analytics, evaluation of metadata, malware, and anti-forensics. Additionally, the course covers the out-sourcing of the investigative function, or part thereof, to third parties, and provides specific case studies, including a practical laboratory project.

**FACE-TO-FACE**, *Mon, 6:30–9:00, Jan 13–May 11, Kevin Swindon and Timothy Russell*

### ADCY 650001 Organizational Effectiveness: Governance, Risk Management & Compliancy

Technical proficiency is not enough to manage business risk. Every potential or identified threat cannot be mitigated, and organizations must choose where to focus their often limited resources to support business goals. This course focuses on Governance, Risk and Compliance (GRC) as an organizational capability that all organizations require in today's complex world. Topics include understanding the business context of key stakeholders, corporate culture, and organizational risks. Students will understand how GRC capabilities such as enterprise risk management (ERM), compliance management (SOX, ISO, PCI, NIST, etc.) and policy management should work together to build a cohesive strategy within the business context. Students will learn about GRC technology and GRC program management required to support and grow GRC capabilities. Lastly, students will hear from guest lecturers about the roles and responsibilities of the Board of Directors, Risk/Audit Governance Committees, Chief Executives (Chief Information Security Officer (CISO), Chief Risk Officer (CRO), Chief Security Officer (CSO), etc.) and how they rely on GRC capabilities to support the business.

**HYBRID**, *Wed, 6:30–9:00, Jan 15–May 6, Philip Aldrich*  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

### ADCY 670001 Privacy Law

This timely, topical course offers a comprehensive examination of protection of privacy and personal data, including identity, financial, health, educational, and other data. These subjects pervade numerous, diverse aspects of the economy and society in the Information Age, from human rights to international trade. Students will learn about: Fair Information Practices; the development of modern privacy law in the United States and around the world; Fourth Amendment privacy and the autonomy of the individual in relation to the state; key US laws (HIPAA, FERPA, GLBA, GINA, COPPA, etc.); significant international rules (European Union's new General Data Protection Regulation (GDPR), etc.); important institutions (Federal Trade Commission, Data Protection Authorities, etc.); standards; Privacy by Design and Default; and emerging issues.

**FACE-TO-FACE**, *Mon, 6:30–9:00, Jan 13–May 11, Deborah Hurley*

### ADCY 692501 Cybersecurity: Risk Management and Resiliency

Course provides a comprehensive understanding of the fundamentals of risk management and applies them to the cyber security and digital risk management environments. It addresses methodologies for comparing digital risks and deciding between acceptance, mitigation, risk transfer and avoidance. The course compares popular methodologies for quantifying, comparing and categorizing digital risks. It includes specific topics such as Risk and Control Self-Assessment (RCSA), Risk Appetite Statement (RAS), Risk Tolerance metrics, Three Line Defense Model, Risk Register, Third-Party Risk Management and Factor Analysis of Information Risk (FAIR). Participants attending this course will be introduced to a broad spectrum of risk management principles, learn how to apply them in cyber security and digital environments, and immediately be able to contribute to cyber risk management using a risk management toolbox learned in this course that is applicable across a wide scope of business, government, academia and beyond.

**FACE-TO-FACE**, *Tues, 6:30–9:00, Jan 14–May 5, David Wilkinson and Karen Antons*

### ADCY 695001 Applied Research Project for Non-Profits

This course provides students with hands-on experience in the development, delivery, and results analysis of an information and cybersecurity assessment process for local non-profit organizations. The assessment tool that will be used is a prototype based on the NIST Cybersecurity Framework (CSF). Students will explore how NIST CSF maps to other well-known assessment frameworks including NIST SP800-53, NIST SP800-171, COBIT 5, and ISO 27000. Students will review the assessment tool and other research through the lens of the non-profit environment. Students will complete a controlled assessment of a local non-profit, which will help them develop skills in assessing, through the lens of information and cyber security, a business environment. Students will utilize these skills in bridging the gap between technical jargon and non-technical audiences by preparing and presenting their assessment findings to the executive leadership of the assessed non-profit. Students will gain a practical ability to perform an information/cybersecurity risk assessment along with the process of developing and delivering the assessment as a part of the students' learning.

**FACE-TO-FACE**, *Wed, 6:30–9:00, Jan 15–May 6, Kelley Misata*



# WOODS COLLEGE

## GRADUATE PROGRAMS (CONT.)

### MASTER OF SCIENCE IN SPORTS ADMINISTRATION

The Master of Science in Sports Administration Program at Boston College addresses the challenges and opportunities of an industry in rapid growth. Designed to propose new thinking and broaden leadership competencies for those in sports management as well as administrators and coaches, this degree focuses on balancing the needs of the many stakeholders within an athletic system. The Sports Administration Masters focuses on development and cultivation of the individual, team and organization through the establishment of an intentional culture of trust and commitment which adhere to the broader core values of the institution.

Students will learn how to guide team members into alignment, and learn how to embrace and overcome setbacks through a positive focus on teamwork and collaboration. Using the Jesuit principles as the foundation for leadership and decision-making, graduates will learn how to authentically lead and bring out the best in others by espousing core values as guiding principles.

#### Admission Requirements

Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required (see full application for more details):

- Completed online application and application fee \$60 (to be paid as part of the online application)
- Bachelor's Degree from an accredited college with GPA of 3.0 or above \*
- Official transcripts
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-15) scores (Optional)
- Personal statement
- Two letters of recommendation. (Letters must be sent directly from recommender either through online application portal or directly to Woods College. We will not accept letters that are not in a sealed envelope mailed directly from recommender or emailed directly from recommender)
- Résumé or C.V.
- Brief interview (in person or via video interface)

\* Applicants with GPA lower than 3.0 will be reviewed on a case by case basis.

#### Degree Requirements

A 10-course degree program, the M.S. in Sports Administration is offered both full and part time.

- Introduction to Sports Management
- Sports Law and Compliance
- Sports Communication and Marketing
- Sports Finance
- Sports Leadership and Ignatian-Based Ethics
- Sports Journalism
- Sports Analytics
- Coaching for Performance and Student-Athlete Development
- History of Sports: Across Time and Cultures
- Applied Research Project or Internship

Graduate courses are ordinarily scheduled from 6:30-9:00 p.m. Tuition for Spring 2020 in the Sports Administration program is \$1172 per credit, \$3516 per 3-credit course, plus the registration fee of \$25.

**PLEASE NOTE:** Students currently enrolled in the MS in Leadership & Administration program are eligible to transfer in only one course, *The Business of Sports*.

### MASTER OF SCIENCE IN SPORTS ADMINISTRATION SPRING 2020 COURSES

#### ADSA 750101 Introduction to Sports Management

This introduction to the professional area of sport management discusses basic philosophy and principles of sport at all levels. Students will explore issues facing sport managers through in-depth discussions and analyses of case studies from different sport industries and apply Jesuit principles to problem solving strategies. The development of effective communication skills and career development skills will be stressed through class presentations, projects and assignments.

**HYBRID, Wed, 6:00–8:30, Jan 15–May 6, Deborah Hogan**  
**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information**

#### NOTE TIME DIFFERENCE

#### ADSA 750401 Sports Law and Compliance

This course is designed to provide an overview of the legal concepts and principles that relate to sports as a recreational pursuit and sports as a business. The class and assignments will explore the relationship of law to organized sports, intercollegiate sports and professional sports. Legal theories will be discussed and their application analyzed through discussion, research and application to current and ongoing events in sports. We will also develop an understanding of the rules of sports, on field, off field, contract related and created through the collective bargaining process.

**FACE-TO-FACE, Mon, 6:30–9:00, Jan 13–May 11, Carlene Pariseau**

#### ADSA 758501 Sports Leadership and Ignatian-Based Ethics

Sports leadership based on Ignatian ethics helps individuals, teams and organizations realize high achievement with integrity and compassion. In this course coaches, managers in sport, and student athletes study Ignatian values and how they inform leadership tasks: determining mission, values, and goals; communicating for positive impact; developing and motivating teams; identifying individual and organizational strengths; and in times of constant change, adapting to it and managing organizations through it. Assignments will include a leadership log and a paper and presentation about leaders whom the students identify as role models. Students will also initiate a leadership goal that they will present to the class and then write a paper applying concepts from the course. Students will also practice a range of leadership exercises and discuss current case studies.

**FACE-TO-FACE, Wed, 6:30–9:00, Jan 15–May 6, Cathy Utzschneider and Joseph Patrnchak**

#### ADSA 800501 Health & Wellness in Athletics & Sports Administration

This course, with a multidisciplinary perspective that involves athletes, health care providers, and administrators, will provide a basic overview of key health and wellness aspects within sport and the administration and delivery of that health care. It will explore the regulatory and medical legal landscape affecting sports health and wellness, beginning with the history and development of sports medicine at all levels and the evolving models currently being established. In addition to the athletes it will address the personal health and wellness of those nonathletes such as administrators and health care providers involved with athletic programs. Included in the course will be the administration and roles of members of the healthcare team. An overview of the history of sports medicine and the interaction of various health care systems in the U.S. with athletic entities will be discussed. Health and wellness priorities within the construct of an athletic department, team or program will be introduced on such topics as concussion, catastrophic

injury, emergency action plans, supplement and drug usage, drug appeals & therapeutic use exemptions, mental health best practices, sexual violence, mind-body interactions in sports & injuries, strength & conditioning and sports performance, impact of select sports in society, families and the health & wellness of athletes, sleep, rest & recovery, health services in large sporting venues & national events and insurance and disability.

**HYBRID**, Thurs, 6:30–9:00, Jan 16–May 7, Douglas Ramos

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

#### ADSA 801101 The History of Sport

Sport is one of the largest businesses in the contemporary world. In its various forms, sporting competitions stretch across the globe, and in addition to national variants and indigenous sports, also attract a global media and support base in the form of mega events and Olympic Games. The aim of this course is to understand how sport developed around the world. In doing so the course will not only explain how sport has become a global obsession that dominates the media, sponsorship and marketing rights and is the daily obsession of millions, but also assesses how ancient and nineteenth century ideals came to be enshrined in contemporary sport. After all, sport is not without meaning. There is the basic point of who won the game, but as a society we also ask how the game was played. On the one hand we are content to see elite players being paid of millions of dollars for throwing or kicking a ball, but also demand of them that they play the game the right way, that they adhere to a moral code centered on rules and that they are a good role model. Much of this meaning that is given to contemporary sport can therefore appear contradictory. Unless we understand the history of sport then we cannot understand the modern forms that various sports take.

**HYBRID**, Thurs, 6:30–9:00, Jan 16–May 7, Mike Cronin

**This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus on the course Canvas page for more detailed information.**

#### ADSA 835901 Sports and Society

This course is designed to examine the development, expansion, and popularization of sports in America. It explores the economics of sports, the increasing attention devoted to sports in mass media, and the impact of gender equity issues on sports at all levels of education. The course draws upon a variety of theoretical and methodological perspectives, and special emphasis will be placed on sports marketing and crisis management of sports events.

**FACE-TO-FACE**, Tues, 6:30–9:00, Jan 14–May 5, Donald Fishman and Timothy O'Shea

#### ADSA 900101 Sports Administration Internship

This course is designed to immerse students within a work setting at a institution, private high school, or professional sport organization to enhance their experience and put their classroom knowledge to work in a practical setting. This experience should be fitted to the student's career development and interests. The student works with course instructors to find an opportunity to observe and work in an athletic administrative capacity under the guidance of a professional athletic administrator.

*By Arrangement, Jade Morris and Vaughn Williams*

#### ADSA 990201 Applied Research Project

The Capstone Project for Sports Administration gives students the opportunity to apply the knowledge acquired throughout their graduate program to real-world situations. This knowledge will culminate in a final presentation and major paper that reflects in-depth, individualized research. As such this course provides students the opportunity to integrate knowledge from their core and concentration courses, to gain insight into the meaning of professionalism, and to produce a research project that can be leveraged in their current work setting to showcase their skills and talents. This project can also be used to highlight their background to prospective employers.

*By Arrangement, Jan 14–May 11, Elisabeth Hiles*

# WOODS COLLEGE

## GRADUATE PROGRAMS (CONT.)

### ONLINE MASTER OF HEALTH ADMINISTRATION

#### **Program Description**

The Master of Health Administration (MHA) offers an online, competency-based curriculum to students with previous experience in healthcare. The MHA program is designed to support the career goals of healthcare managers and supervisors. The program curriculum includes twelve required courses - eleven of which can be completed entirely online. One of your courses is offered online, with an onsite component at Boston College's main campus over a long weekend. This short course allows students to collaborate in person with faculty, peers and leading healthcare innovators. The MHA program utilizes an online competency-based education (CBE) format that helps assure that students will develop the necessary skills demanded by healthcare employers. Each course includes a weekly, live online session (typically on a weeknight, 2 hours maximum in length) where students engage with faculty and peers. The MHA courses are offered in an accelerated format, with 8-week terms (6-week during summer terms). Most students choose to take one course every eight weeks and complete the program in two years. Some students with more available time may take two courses every eight weeks in order to progress even faster. An Executive Coach is assigned to each student to serve as a resource, provide support and guidance, offer career and network resources, and help with any obstacles and challenges students may encounter. Applications are accepted on a rolling basis for admission. The MHA program has 6 starting points each year. All undergraduate majors are welcome, but the program requires a minimum of two years of previous experience in a healthcare management or supervisory position.

For complete information see [www.bc.edu/woods](http://www.bc.edu/woods)

#### **Admission Requirements**

- Online application
- Application fee (\$45) paid as part of online application
- Bachelor's degree from an accredited college/university (minimum 3.0 GPA)
- Official transcripts
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-15) - Not required, but recommended for students with lower undergraduate GPA
- Personal statement
- Two letters of recommendation
- Résumé
- At least two years of previous experience in a healthcare management or supervisory role

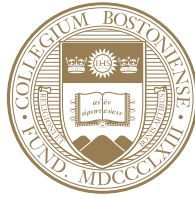
#### **Degree Requirements**

Twelve courses are required to complete the Master of Health Administration. There are no electives. It is not possible to audit an MHA course.

#### Required Courses

Introduction to Healthcare Systems and Organizations  
Health Policy  
Healthcare Quality Management  
Healthcare Innovation-Based Strategy: Managing Change  
Management Theory and Organizational Behavior  
Leadership in Healthcare  
Healthcare Human Resources Management  
Healthcare Information Technology  
Healthcare Law and Ethics  
Health Analytics for Decision Making and Critiquing and Assessing Evidence  
Healthcare Finance  
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