

Business & Management Graduate Programs

Administrative Sciences Degrees & Certificates

Preparing management professionals for leadership
in the global business environment.

bu.edu/met/business



Boston University Metropolitan College
Department of Administrative Sciences

BOSTON
UNIVERSITY

Dear Prospective Student,

Truly exciting and diverse, MET's Administrative Sciences department prepares management professionals for confident leadership in an evolving, global business environment.

Our graduate degree and certificate programs—as well as our international executive courses—offer a fresh look at the skills needed to be successful in the years ahead. Unlike most management degrees, each of our specialized programs is designed to reflect the Administrative Sciences department's focus on innovation, technology, and international competitiveness. These attributes are demonstrated by our faculty, students, and courses—such as our recent additions in the area of applied business analytics—and recognized through global accreditation by the European Foundation for Management Development (EFMD) Program Accreditation System (EPAS); AACSB—The Association to Advance Collegiate Schools of Business; and the Project Management Institute (PMI) Global Accreditation Center for Project Management Education Programs (GAC).

The department's full-time faculty reflects the values, quality, and prestige of Boston University. Coming from seven nations and boasting outstanding academic credentials, excellent teaching abilities, and highly recognized publishing records, our faculty also have the critical advantage of practical business experience—often at the executive level. That means coursework is enriched by hard-won acumen, case studies, and hands-on application.

The classroom—on campus and online—is also enhanced by our students, who come to us from more than thirty countries. Their multicultural backgrounds and perspectives bring depth to discussions and debates. Students also benefit from the department's collaborative relationships with academic partners throughout the world. These international partnerships add value with unique opportunities to attend intensive courses online and in the classroom with students from Europe, Latin America, and Asia. Whether home or abroad, students have the opportunity to develop global networks with professionals from the world's major academic institutions and companies.

We invite you to get to know our quality programs and impressive faculty—and to become part of the international Administrative Sciences experience.



A handwritten signature in black ink, appearing to read "John D. Sullivan".

John D. Sullivan, PhD
Chair and Associate Professor
Department of Administrative Sciences



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Department of Administrative Sciences

VISION

The Department of Administrative Sciences responds to the educational demands of students by providing industry-specific academic programs that are innovative, scholarly, challenging, interdisciplinary, and practically focused. Our part-time programs embrace technology to enhance the learning experience and provide flexible modes of delivery that support a wide array of learning needs and styles.

Our teaching mission is to combine contemporary research and established practices to instill in our diverse student population the personal and intellectual skills needed to excel in changing, globally ambiguous, and uncertain environments. We seek to produce critical thinkers and creative leaders with the skills and knowledge to succeed in their lives, in their careers, and in society.

AN ARRAY OF PROGRAMS

Along with master's degrees, graduate certificates, and graduate diplomas on campus and online, the department offers international study opportunities in conjunction with foreign partner institutions in locations such as England, France, Germany, Mexico, Spain, and Taiwan—providing valuable opportunities to engage with students and scholars in those countries.

INTERNATIONAL OPPORTUNITIES

Online and Boston-based graduate students can participate in a variety of international study experiences through the Administrative Sciences department. These include taking online courses offered by a foreign partner institution; participating in one of the department's intensive courses abroad; or attending a foreign university—even obtaining a second degree.

Degree Opportunities at Partner Institutions

Students are able to earn a second degree from a foreign partner institution with a reduction in that school's graduation requirements. In most cases, a student can obtain an Administrative Sciences master's degree from Metropolitan College and an MBA from a foreign institution in two years of full-time study (with classes in English).

International Graduate Certificate

Boston University, Audencia Nantes School of Business (France), and Tecnológico de Monterrey (Mexico)—three of the world's leading business schools—join to offer a unique online certificate, awarded by Audencia. Each university offers a course that provides insights into successful strategies to confront tomorrow's global business challenges.

Detailed information about a range of international opportunities is available from the department or, for online students, the online program coordinator.

ACCREDITATION

Administrative Sciences programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business. The department's Master of Science programs are accredited by the European Foundation for Management Development (EFMD) Program Accreditation System (EPAS). In addition, the Master of Science program in Project Management is accredited by the Project Management Institute (PMI) Global Accreditation Center for Project Management Education Programs (GAC).

Requirements for Admission

PREREQUISITES

Students are expected to satisfy the program prerequisites in their first semester. Prerequisites cannot be applied toward degree requirements.

- All students must demonstrate proficiency in mathematical skills for management. On-campus students must complete MET AD 510 *Mathematics for Management* (2 cr). Online students must complete an online math tutorial.
- Students enrolling in MET AD 571 *Business Analytics Foundations* must complete AD 100 Pre-Analytics Laboratory (online) or possess equivalent knowledge.
- International students are required to demonstrate proficiency in written and oral English skills by taking MET AD 501 *Business Communications for International Students* (4 cr), unless waived by the Administrative Sciences department.

Waiver Policy:

A Waiver Exam is available for MET AD 510 *Mathematics for Management*. Students must take this exam prior to the start of classes or sign up for MET AD 510 in the first semester.

For online students, the prerequisite math tutorial must be taken prior to the start of classes. The tutorial assesses, and adapts to, each individual's background.



U.S. News & World Report

#6, Best Online Graduate Business Programs, 2016

The Administrative Sciences online master's degrees in management have ranked in the top ten for three years in a row.

The GAC and PMI logos are registered marks of the Project Management Institute, Inc. For the full list of PMI's legal marks, please contact the PMI Legal department.

Admission Information

The Administrative Sciences department reviews each student's academic background in relationship to their current professional standing. Candidates for admission to graduate degree programs must hold a bachelor's degree from an accredited institution; they are selected on the basis of academic transcripts, academic and personal references, and, in some cases, interviews. Degree candidates have six years to complete the program from the date of their first course.

To apply for admission to programs on campus, please visit bu.edu/met/admissions. For online programs, go to bu.edu/online.

INTERNATIONAL APPLICANTS

Applicants who require an I-20 from Boston University must submit an International Student Data Form, along with financial and other documentation as required by the International Student & Scholars Office (ISSO). Since financial aid is not available to foreign students, each international applicant will be asked to provide a financial declaration showing adequate funding for both tuition and living expenses for the duration of the program. All credentials must be submitted in English. International students must submit copies of current or recently issued visa or I-20 documentation. Boston University will not issue an I-20 without this information. Additional information may be obtained by visiting bu.edu/isso.

International students must demonstrate an understanding of English, including the ability to read and write with proficiency. Students whose native language is not English must submit one of the following:

- The TOEFL Internet-Based Test (iBT) with a minimum total score of 84, and minimum scores in each section as follows: Reading-21; Listening-18; Speaking-23; Writing-22
- International English Language Testing System (IELTS), with a minimum score of 6.5 in each category

Applicants are exempt from language testing if they:

- Completed a four-year undergraduate degree at an accredited college or university in a country where English is the standard language: Australia, The Bahamas, Bermuda, British Virgin Islands, Canada (except Province of Québec), Ireland, New Zealand, and the United Kingdom

For information on these tests, visit the TOEFL website at toefl.org or the IELTS website at ielts.org. Information may also be obtained at United States embassies or consulates. For the TOEFL examination, the institutional code for Metropolitan College graduate programs is 3087. There is no institutional code for the IELTS.

Students who do not meet the minimum TOEFL/IELTS requirements may wish to contact Boston University's Center for English Language & Orientation Program (CELOP). Call 617-353-4870 or visit bu.edu/celop for more information.

Financial Assistance

Metropolitan College offers comprehensive financial aid services to graduate students, including scholarships, Federal Stafford Loans, and Graduate PLUS Loans. Financial assistance is not available to international students.

To learn more, call 617-358-3993, email finanaid@bu.edu, or visit bu.edu/met/financial_aid.

Graduate Assistantships (On Campus)

All graduate degree candidates are eligible for Graduate Assistantships offered by Metropolitan College. An assistantship provides a valuable opportunity to engage in research with our full-time faculty. Please contact the department for details on how to apply: call 617-353-3016 or email adminsc@bu.edu.

Transfer of Credits

Prior to starting a degree program, a maximum of two relevant graduate-level courses (8 credits), completed with a grade of B+ or better and not used toward another degree, may be transferred from an accredited university with approval from the Administrative Sciences department. To request transfer of credits, students must fill out a transfer of credit form and attach all pertinent information.

Part-time students who hold a bachelor's degree, but have not yet applied as degree candidates, may enroll in a maximum of two courses on a space-available basis. Only two courses taken prior to acceptance into a program will be counted toward the degree.

Academic Standing

No grade lower than B- may be used toward degree, certificate, or diploma requirements. Students with less than a 3.0 cumulative GPA are placed on academic probation and must make satisfactory progress toward achieving a minimum of 3.0 by the following semester. In order to be in a position to graduate with a 3.0 or better within the remaining program courses, students on probation must obtain a minimum grade of B+ during a probation period. Those who, in the determination of the department and based on past academic performance, are not in a position to raise their GPA to the necessary level to graduate within the remaining courses will be terminated from the program. Students who have not removed themselves from academic probation after one semester for full-time status (three semesters for part-time status) will be terminated from the program.

Master of Science in Administrative Studies

Offered on campus

Success in business requires the flexibility to embrace rapid change, the foresight to identify and capitalize on innovation, the vision to develop strong teams, and the acumen to lead with confidence. In addition, continual advances in technology, the emergence of new sectors, and the challenges of an interconnected global economy demand commitment to lifelong learning and specialization.

The Master of Science in Administrative Studies (MSAS) is a multidisciplinary program designed to provide focused graduate study in the following industry-specific areas:

- Applied Business Analytics
- Economic Development & Tourism Management
- Electronic Commerce, Systems & Technology
- Financial Economics
- Innovation & Technology
- Multinational Commerce

Each concentration allows students to develop creativity, global awareness, communication skills, and the ability to use technology to increase productivity and efficiency.

The MSAS degree is ideal for those who have gained an understanding of their profession's general skills and abilities, and who are seeking advanced specialized education. Because of the program's specialized nature, it is different in its goal and scope from a master's degree in business administration (the MBA), which is designed to provide individuals with a more general overview of management skills and abilities.

DUAL CONCENTRATION OPTION

Students can obtain additional specialized knowledge by completing two Administrative Studies concentrations. Students qualify for a second concentration by completing the requirements for both concentrations with a minimum of 15 total courses. The exact number of courses needed may be more than 15 depending on the student's concentrations and the courses selected.

DUAL DEGREE OPTION

The Department of Administrative Sciences collaborates with Metropolitan College's departments of Actuarial Science and Computer Science. Degree candidates may use 8 credits from one degree toward a second degree in one of these disciplines, thereby reducing their work by two courses. Students must apply to, and be accepted independently by, both departments. Students may request that application materials such as references and transcripts be forwarded from the first degree program to the second.

INTERNSHIP OPPORTUNITY

The ability of students to secure an internship after graduation is an important aspect of the educational experience. This is particularly true for foreign students seeking United States-oriented work experience under Optional Practical Training (OPT) visa status. Accordingly, the Department works with the Academic Internship Council (AIC) to assist in placing students in structured, unpaid internships in Boston, New York, San Francisco, or Singapore.

Alumni Profile



Rand Ghayad, PhD

Economist, The Brattle Group

MS in Administrative Studies, dual concentration in Financial Economics and Multinational Commerce

"I came to BU for the MSAS in Financial Economics, where I dived into the world of financial institutions and markets. During my program, I witnessed one of the most severe recessions in the U.S.—the Great Recession—and I became eager to understand the roots behind it and the way out of it. My courses offered a great blend of theory and case studies, which prepared me well for a quantitative PhD program.

The Financial Economics program is the foundation behind many of the things I do today. As a financial economist, I provide advisory and expert consultation in complex business matters and litigation involving capital markets, securities and structured finance contracts and transactions, valuation, and economic damages. I am also a leading expert on questions related to job displacement, unemployment, and financial markets. Prior to joining The Brattle Group, I was a visiting scholar at the Federal Reserve Bank and a research advisor at the Institute of Career Transitions of MIT. My work over the past five years has been cited in over 300 journal and media articles, books, and congressional testimonies by Nobel Laureates, policymakers, and—on numerous occasions—President Obama and Fed Chair Janet Yellen."

Read about Rand Ghayad's groundbreaking studies on long-term unemployment at bu.edu/met/mag/ghayad.

MSAS: Applied Business Analytics

The MSAS concentration in Applied Business Analytics provides comprehensive coverage of data analytics concepts, techniques, and state-of-the-art tools used in the process of data-driven business decision-making. Students have the opportunity to gain hands-on experience with a variety of analytical models and decision-support tools, and to apply them to interlinked data-inputs and large data sets in the areas of marketing, operations, product and technology innovations, financial services, human resource management, and others. The curriculum covers advanced software tools and functions such as predictive modeling, text and data mining, visual analytics, simulations, and OLAP tables. Graduates of the program will be able to analyze data-driven business processes, select appropriate analytical methods to monitor and identify performance issues, and propose optimal data-based solutions.

PREREQUISITES

As a prerequisite to the course MET AD 571 *Business Analytics Foundations*, students are required to complete AD 100 *Pre-Analytics Laboratory* (online) or possess equivalent knowledge. MET AD 571 is a prerequisite for MET AD 616, MET AD 654, and MET AD 688.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

MET AD 632	Financial Concepts
MET AD 642	Project Management
MET AD 648	Ecommerce
MET AD 655	International Business, Economics, and Cultures
MET AD 715	Quantitative and Qualitative Decision-Making
MET AD 741	The Innovation Process—Developing New Products and Services

CONCENTRATION REQUIREMENTS

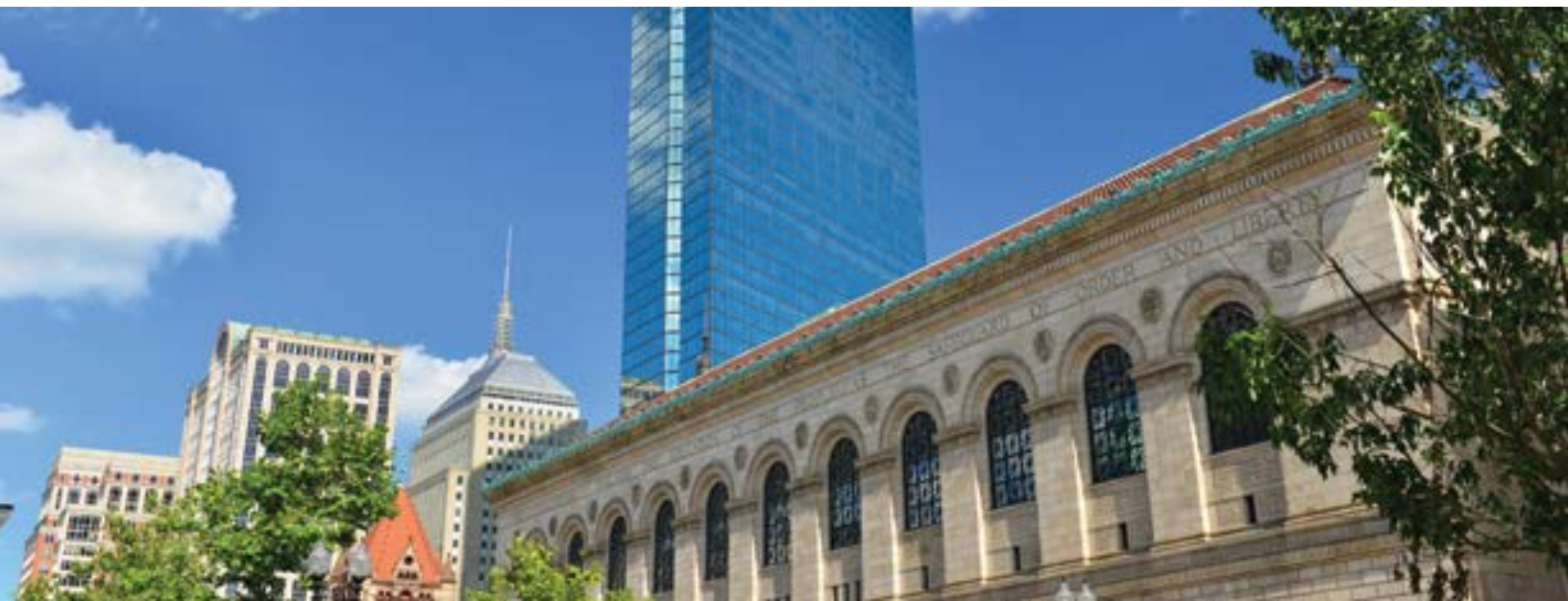
(Four courses/16 credits)

MET AD 571	Business Analytics Foundations
MET AD 616	Enterprise Risk Analytics
MET AD 654	Marketing Analytics
MET AD 688	Web Analytics for Business

ELECTIVE COURSES

(Two courses/8 credits)

MET AD 610	Enterprise Risk Management
MET AD 644	Project Risk and Cost Management
MET AD 680	Global Supply Chains
MET AD 683	Infrastructure and Logistical Planning for Tourism Development
MET AD 725	Negotiations and Organizational Conflict Resolution
MET AD 737	Innovative Marketing Techniques
MET AD 740	Planning and Operating New Ventures
MET AD 745	Global Competitiveness
MET AD 746	Business Law and Regulation in a Global Environment
MET AD 755	Doing Business in North America
MET AD 760	International Trade and Logistics
MET AD 764	Multinational Tactics, Strategy, and Positioning
MET AD 773	International Business Simulation
MET AD 855	Strategic Advantage
MET AD 856	Market and Economic Research and Analysis
MET AD 857	Marketing Strategies



MSAS: Economic Development & Tourism Management

The MSAS concentration in Economic Development & Tourism Management provides an in-depth examination of the economics, infrastructure, and logistical, security, and research issues involved with regional, national, and international economic development and tourism. Students are exposed to the interplay of private, public, and government organizations as they relate to the design of a comprehensive economic development and tourism plan. The combination of theory and practice prepares students to analyze tourism markets; assess area, regional, and national weaknesses and strengths; and understand infrastructure needs and the costs associated with development. The program emphasizes sustainable economic development via the commodification of cultural and nature tourism assets.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Five courses/20 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

CONCENTRATION REQUIREMENTS

(Four courses/16 credits)

- MET AD 600** Economic Development and Tourism Management
- MET AD 603** Evaluating and Developing Markets for Cultural Tourism
- MET AD 747** Service: Quality, Delivery, and Productivity
- MET AD 758** Eco-Tourism

CONCENTRATION ELECTIVES

(Select two courses/8 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 610** Enterprise Risk Management
- MET AD 650** Economic Development via Tourism in the Developing World
- MET AD 654** Marketing Analytics
- MET AD 657** Economic Sustainability, Development, and Competitiveness of a Tourist Destination
- MET AD 673** Corporate and Global Responsibility
- MET AD 683** Infrastructure and Logistical Planning for Tourism Development
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 725** Negotiations and Organizational Conflict Resolution
- MET AD 728** Understanding and Managing Heritage Tourism
- MET AD 737** Innovative Marketing Techniques
- MET AD 740** Planning and Operating New Ventures
- MET AD 745** Global Competitiveness
- MET AD 746** Business Law and Regulation in a Global Environment
- MET AD 749** International Economics
- MET AD 764** Multinational Tactics, Strategies, and Positioning
- MET AD 767** Culture and Development
- MET AD 769** Cultural Tourism and the Art and Festival Industries
- MET AD 780** Ethics in Management
- MET AD 855** Strategic Advantage
- MET AD 856** Market and Economic Research and Analysis
- MET AD 857** Marketing Strategies
- MET AD 860** International Advertising

ELECTIVE

(Select one graduate-level course/4 credits)

Students are encouraged to use their graduate-level elective to broaden their understanding of numerous topics that comprise the field of economic and development tourism. This coursework can be selected from other Administrative Sciences offerings or Metropolitan College departments, as well as from other Boston University schools and colleges.



MSAS: Electronic Commerce, Systems & Technology

The objective of the MSAS concentration in Electronic Commerce, Systems & Technology is to provide balanced coverage of both the technological and the strategic aspects of electronic business and commerce. Students explore the tremendous opportunities afforded by the web and multimedia applications, developing skills in electronic business and commerce technology, electronic business strategic development, e-commerce marketing, e-commerce website functionality (including content and layout of websites and web analytics), and search engine-based marketing.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Five courses/20 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

CONCENTRATION REQUIREMENTS

(Four courses/16 credits)

- MET AD 660** Databases, Security, and Web Design
- MET AD 670** Creative Multimedia: Tools, Design, and Application
- MET AD 680** Global Supply Chains
- MET AD 737** Innovative Marketing Techniques

CONCENTRATION ELECTIVES

(Select two courses/8 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 610** Enterprise Risk Management
- MET AD 654** Marketing Analytics
- MET AD 673** Corporate and Global Responsibility
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 740** Planning and Operating New Ventures
- MET AD 744** Venture Capital and Financing Innovation
- MET AD 745** Global Competitiveness
- MET AD 746** Business Law and Regulation in a Global Environment
- MET AD 747** Service: Quality, Delivery, and Productivity
- MET AD 760** International Trade and Logistics
- MET AD 773** International Business Simulation
- MET AD 780** Ethics in Management
- MET AD 790** Data and Transaction Security
- MET AD 810** Strategies for Electronic Commerce
- MET AD 850** Business Law
- MET AD 855** Strategic Advantage
- MET AD 856** Market and Economic Research and Analysis
- MET CS 669** Database Design and Implementation for Business

ELECTIVE

(Select one graduate-level course/4 credits)

Students are encouraged to use their graduate-level elective to broaden their understanding of the rapidly growing and changing landscape of Internet commerce operations. This coursework can be selected from other Administrative Sciences offerings or Metropolitan College departments, as well as from other Boston University schools and colleges.



MSAS: Financial Economics

The MSAS concentration in Financial Economics provides a strong conceptual understanding of finance, combined with an understanding of the workings of financial markets and institutions. The concentration focuses on the dynamic areas of corporate finance, mergers, acquisitions, venture capital, investment analysis, derivatives and hedging, portfolio management, international finance, mutual funds, and banking. Students develop the requisite skills to forecast and analyze information to make detailed financial decisions while maintaining sight of the larger global economic perspective.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Five courses/20 credits)

- MET AD 731** Corporate Finance
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

Alumni Profile



René Beil

President, Hospitality Asset Managers Association MEA (HAMA MEA);
Managing Director, Beaufort Global Partners (BGP); Dubai, UAE
*MS in Administrative Studies,
concentration in Financial Economics*

"Boston University's MSAS has been an important factor in the success of my current position, and has provided me with the solid foundation necessary to handle the day-to-day challenges I am confronted with during the course of my responsibilities. I was attracted to the program because of the evening schedule and the quality of the faculty, staff, and student body. Their professionalism, dedication to excellence, and genuine good-heartedness instilled the confidence to overcome any challenge. I can depend on their support to this very day. Moreover, the range of courses, the quality of the lectures, and BU's vast network of international students made my decision to enroll in the MSAS self-evident. This network of friends introduced me to the Middle East and welcomed me to their customs and culture."

CONCENTRATION REQUIREMENTS

(Four courses/16 credits)

- MET AD 630** Financial and Managerial Accounting
- MET AD 712** Financial Markets and Institutions
- MET AD 717** Investment Analysis and Portfolio Management
- MET AD 763** Multinational Finance and Trade

CONCENTRATION ELECTIVES

(Select two courses/8 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 610** Enterprise Risk Management
- MET AD 616** Enterprise Risk Analytics
- MET AD 673** Corporate and Global Responsibility
- MET AD 709** Case Studies in Current Corporate Financial Topics
- MET AD 713** Derivative Securities and Markets
- MET AD 714** Mergers and Acquisitions
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 716** Managing Financial Institutions
- MET AD 718** Overview of Mutual Funds Industry
- MET AD 719** Fixed Income Analysis
- MET AD 722** Legal and Regulatory Issues in the Financial Industry
- MET AD 744** Venture Capital and Financing Innovation
- MET AD 745** Global Competitiveness
- MET AD 749** International Economics
- MET AD 764** Multinational Tactics, Strategies, and Positioning
- MET AD 773** International Business Simulation
- MET AD 780** Ethics in Management
- MET AD 783** International Investments
- MET AD 855** Strategic Advantage

ELECTIVE

(Select one graduate-level courses/4 credits)

Students are encouraged to use their graduate-level elective to broaden their understanding of finance. This coursework can be selected from other Administrative Sciences offerings or Metropolitan College departments, as well as from other Boston University schools and colleges.

EXEMPTION POLICY

Exempt Exams are provided for MET AD 630 *Financial and Managerial Accounting* and MET AD 731 *Corporate Finance*. Students who pass these exams must replace each exempted course with a 4-credit concentration elective in order to graduate with the required 48 credits.

MSAS: Innovation & Technology

The MSAS concentration in Innovation & Technology focuses on unique aspects of technological and innovative firms, ranging from startups to large multinational companies. Students are exposed to concepts fundamental to effective management in a wide variety of roles (from marketing to product development, project management to human resources) in high-tech and biotech companies as well as in more traditional environments such as consumer electronics and manufacturing, retail, health care, and financial services. Emphasis is placed on the challenges of rapidly changing markets and industries, high research and development costs, international competition, and highly mobile professional employees.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Five courses/20 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

CONCENTRATION REQUIREMENTS

(Four courses/16 credits)

- MET AD 667** Innovation, Global Competitiveness, and National Economic Development
- MET AD 737** Innovative Marketing Techniques
- MET AD 740** Planning and Operating New Ventures
- MET AD 746** Business Law and Regulation in a Global Environment



CONCENTRATION ELECTIVES

(Select two courses/8 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 600** Economic Development and Tourism Management
- MET AD 610** Enterprise Risk Management
- MET AD 654** Marketing Analytics
- MET AD 673** Corporate and Global Responsibility
- MET AD 680** Global Supply Chains
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 722** Legal and Regulatory Issues in the Financial Industry
- MET AD 725** Negotiations and Organizational Conflict Resolution
- MET AD 733** Leadership in Management
- MET AD 735** Marketing in Technology-Based Industries
- MET AD 743** Managing Employees, Professionals, and Teams
- MET AD 744** Venture Capital and Financing Innovation
- MET AD 745** Global Competitiveness
- MET AD 747** Service: Quality, Delivery, and Productivity
- MET AD 748** Business Strategy and Commercialization in Biotech and Medical Companies
- MET AD 757** International Business Law
- MET AD 760** International Trade and Logistics
- MET AD 764** Multinational Tactics, Strategies, and Positioning
- MET AD 773** International Business Simulation
- MET AD 780** Ethics in Management
- MET AD 850** Business Law
- MET AD 855** Strategic Advantage
- MET AD 856** Market and Economic Research and Analysis

ELECTIVE

(Select one graduate-level course/4 credits)

Students are encouraged to use their graduate-level elective to broaden their understanding of business innovation and technology. This coursework can be selected from other Administrative Sciences offerings or Metropolitan College departments, as well as from other Boston University schools and colleges.

MSAS: Multinational Commerce

The MSAS concentration in Multinational Commerce is designed to provide an in-depth understanding of the multinational corporate environment. This interdisciplinary concentration provides a well-rounded understanding of the cultural, financial, geopolitical, and international economics issues that affect international commerce, importing/exporting activities, and strategies.

The MSAS comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Five courses/20 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

CONCENTRATION REQUIREMENTS

(Four courses/16 credits)

- MET AD 667** Innovation, Global Competitiveness, and National Economic Development
- MET AD 680** Global Supply Chains
- MET AD 746** Business Law and Regulation in a Global Environment
- MET AD 760** International Trade and Logistics

CONCENTRATION ELECTIVES

(Select two courses/8 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 600** Economic Development and Tourism Management
- MET AD 603** Evaluating and Developing Markets for Cultural Tourism
- MET AD 610** Enterprise Risk Management
- MET AD 654** Marketing Analytics
- MET AD 673** Corporate and Global Responsibility
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 725** Negotiations and Organizational Conflict Resolution
- MET AD 737** Innovative Marketing Techniques
- MET AD 740** Planning and Operating New Ventures
- MET AD 745** Global Competitiveness
- MET AD 749** International Economics
- MET AD 750** International Commerce: Central, Eastern, and CIS Nations
- MET AD 751** International Commerce: European Community
- MET AD 753** International Commerce: Pacific Basin and East Asia
- MET AD 754** International Commerce: Middle East
- MET AD 773** International Business Simulation
- MET AD 780** Ethics in Management
- MET AD 783** International Investments
- MET AD 855** Strategic Advantage
- MET AD 857** Marketing Strategies
- MET AD 860** International Advertising

ELECTIVE

(Select one graduate-level course/4 credits)

Students are encouraged to use their graduate-level elective to broaden their understanding of multinational commerce. This coursework can be selected from other Administrative Sciences offerings or Metropolitan College departments, as well as from other Boston University schools and colleges.



Master of Science in Project Management

Offered on campus and online

For career-oriented professionals in every industry—including finance, national security, cyber security, digital forensics, computer science, biotechnology, health care, aerospace, transportation, and urban development—this state-of-the-art master's program explores emerging project management standards and practices. Students master the art of communication in planning and managing projects utilizing the latest communication analysis, design, and delivery tools. The curriculum covers life-cycles and processes for traditional and agile projects; the advantages and disadvantages of predictive and agile project methodologies; project risk analysis and management; cost estimation and earned-value analysis; quality assurance and control; To-Complete-Performance-Index (TCPI); and the sophisticated tools, techniques, procedures, best practices, and critical skills necessary to lead today's increasingly complex projects. Through case studies, students gain expertise in organizing and managing virtual and cross-border teams involved in global projects, while exploring business strategy and project alignment, organizational structure and context, project portfolios and selection, opportunity evaluation, sponsorship, and chartering a project. The program also provides significant opportunities to examine emerging project management research and exchange ideas with project management professionals around the globe.

The MSPM comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

- MET AD 610** Enterprise Risk Management
- MET AD 632** Financial Concepts
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 741** The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

(Four courses/16 credits)

- MET AD 642** Project Management
- MET AD 643** Project Communications Management
- MET AD 644** Project Risk and Cost Management
- MET AD 646** Program Management

ELECTIVES

(Select two courses/8 credits)

Choose two Administrative Sciences graduate-level courses with advisor's approval. Options to consider include:

- MET AD 647** Project and Program Governance
- MET AD 649** Agile Project Management



Master of Science in Applied Business Analytics Management

Offered online

The online master's in Applied Business Analytics Management provides comprehensive coverage of data analytics concepts, techniques, and state-of-the-art tools used in the process of data-driven business decision-making. Students have the opportunity to gain hands-on experience with a variety of analytical models and decision-support tools, which they can apply to interlinked data-inputs and large data sets in the areas of marketing, operations, product and technology innovations, financial services, human resource management, and others. Boston University's applied business analytics curriculum covers advanced software tools and functions such as predictive modeling, text and data mining, visual analytics, simulations, and OLAP tables. Graduates of the program will be able to analyze data-driven business processes, select appropriate analytical methods to monitor and identify performance issues, and propose optimal data-based solutions.



PREREQUISITES

As a prerequisite to the course MET AD 571 *Business Analytics Foundations*, students are required to complete AD 100 *Pre-Analytics Laboratory* (online) or possess equivalent knowledge. MET AD 571 is a prerequisite for MET AD 616, MET AD 654, and MET AD 688.

The MSABAM comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 741** The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

(Four courses/16 credits)

- MET AD 571** Business Analytics Foundations
- MET AD 616** Enterprise Risk Analytics
- MET AD 654** Marketing Analytics
- MET AD 688** Web Analytics for Business

ADDITIONAL COURSES

(Two courses/8 credits)

Choose two additional Administrative Sciences courses, with the approval of the online program coordinator, to enhance your individual management interests or to work toward a certificate.

Master of Science in Banking & Financial Services Management

Offered online

In an ever-changing, dynamic, and interconnected global economy, financial professionals must have a multifaceted understanding of financial markets and institutions, and a keen ability to manage wealth and anticipate risk. The online master's in Banking & Financial Services Management offers a solid foundation in the structuring and utilization of financial instruments in a portfolio management context, while developing the insights, critical-thinking skills, ethics, and analytical competencies needed to solve problems, interpret big data, and create thoughtful projections, forecasts, and financial models. Students gain competency in general management practices with expertise in corporate finance, global markets, and the financial services industry, as well as the strategic use of innovative risk-mitigating technologies.

The MSBFSM comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 731** Corporate Finance
- MET AD 741** The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

(Four courses/16 credits)

- MET AD 630** Financial and Managerial Accounting
- MET AD 712** Financial Markets and Institutions
- MET AD 714** Mergers and Acquisitions
- MET AD 717** Investment Analysis and Portfolio Management

ADDITIONAL COURSES

(Two courses/8 credits)

Choose two additional Administrative Sciences courses, with the approval of the online program coordinator, to enhance your individual management interests or to work toward a certificate.

Alumni Profile



Joshua Oliveira

Product Controller,
Wall Street company
*MS in Banking & Financial
Services Management*

"I started the Banking & Financial Services Management program while I was active duty in the Marine Corps. I had limited knowledge of financial analysis and the financial markets. Today, I work as a product controller covering a very complicated aspect of the prime brokerage industry. I apply things I learned during the program every day in my current job. The BU program not only taught me the quantitative and analytical aspects of finance, but also touched on the theoretical and qualitative sides. I strongly believe that BU prepared me for my current position in the finance division at my position on Wall Street."



Master of Science in Business Continuity, Security & Risk Management

Offered online

Taking a unique, interdisciplinary approach to enterprise risk management (ERM), the online master's in Business Continuity, Security & Risk Management provides the tools and concepts necessary to assess, understand, and manage exposure to internal and external business disruptions. Students examine leading ERM frameworks, analyze cutting-edge academic research on risk and uncertainty, and engage in practical hands-on exercises led by highly experienced industry professionals. Encompassing areas such as predictive analytics, data mining, project management, finance, and cybersecurity, the curriculum develops a comprehensive understanding of risk management throughout an enterprise—from information, computer systems, infrastructure, personnel, and supply chain to natural disasters and manmade catastrophes. Graduates will understand emerging ERM principles and standards, and be prepared to negotiate the challenges related to risk assessment, response, communication and monitoring, regulatory compliance, and crisis management, assuring continuity of operations and helping organizations increase shareholder value.



The MSBCSRM comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 741** The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

(Four courses/16 credits)

- MET AD 610** Enterprise Risk Management
- MET AD 613** Enterprise Risk Planning and Compliance
- MET AD 614** Disaster Management

Plus one of the following to enhance your specific area of interest:

- MET AD 612** COO—Public Emergency Management
- MET AD 616** Enterprise Risk Analytics
- MET AD 644** Project Risk and Cost Management
- MET CS 684** IT Security Policies and Procedures

ADDITIONAL COURSES

(Two courses/8 credits)

Choose two additional Administrative Sciences courses, with the approval of the online program coordinator, to enhance your individual management interests or to work toward a certificate.

Master of Science in Insurance Management

Offered online

For professionals with the Chartered Property Casualty Underwriter (CPCU®) designation, the online master's in Insurance Management presents a unique opportunity to complement demonstrated insurance expertise with a mastery of forward-thinking management principles in accounting, finance, operations, and leadership. Students will hone the ability to anticipate and solve challenges that span the legal, ethical, financial, and global aspects of the business. By completing just eight courses, holders of the CPCU credential will gain the advanced management knowledge required to handle high-level responsibilities and to achieve career advancement.

PREREQUISITE

Students must hold the Chartered Property Casualty Underwriters designation in order to earn this master's degree. Boston University recognizes the CPCU as the equivalent of four graduate-level courses.

The MSIM comprises eight courses (32 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

MET AD 632	Financial Concepts
MET AD 642	Project Management
MET AD 648	Ecommerce
MET AD 655	International Business, Economics, and Cultures
MET AD 715	Quantitative and Qualitative Decision-Making
MET AD 741	The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

The four specialization courses are waived in lieu of the CPCU designation.

ADDITIONAL COURSES

(Two courses/8 credits)

Choose two additional Administrative Sciences courses, with the approval of the online program coordinator, to enhance your individual management interests or to work toward a certificate.

Alumni Profile



William Payne

Vice Chair, NYK Line-North America

MS in International Marketing Management

"The master's program in International Marketing Management is well-rounded, executive in its business case analysis, and contemporary. It has assisted me in my elevation to president in 2011, and has allowed me to interact with all age groups and disciplines.

The professors were well educated, but also successful in their fields of expertise, as demonstrated in their private enterprise experience. There are also some amazing people in this program as students—for instance, those who have experienced military service in the Middle East and subcontinent combat zones, and who then put their efforts into these programs. It was inspiring.

International shipping and trade is a wonderful business, and I work for a magnificent firm. I am more motivated, now I have been through this program, than I have ever been in my career. I cannot imagine succeeding in my strategic executive role without the wisdom and rigor that Metropolitan College has imparted to me."

Read an interview with Mr. Payne at:
bu.edu/met/mag/payne.

Master of Science in International Marketing Management

Offered online

Emphasizing an innovative, global approach, the online master's in International Marketing Management looks beyond traditional marketing considerations—such as pricing, barriers to entry, and reliance on a single long-term strategy and competitive advantage—to focus on the growing power of the consumer. The curriculum explores customer relationship management; technology- and business-driven innovation; “glocalization” (where branded products are distributed globally, but customized to local markets); and improvisation and strategic changes within rapidly evolving market environments and technologies. Students gain expertise in search-engine marketing and optimization (SEO), user-interface design, and the management of social media initiatives, developing strong interactive marketing strategies and enhancing their abilities to make critical, rewarding decisions in an evolving digital environment. By learning to leverage data, analytics, real-time simulation, and international marketing conditions, students can interpret the factors that shape buying decisions and adapt their marketing efforts accordingly.

Students can also participate in virtual learning experiences with peers around the world, both individually and in teams, via online courses with Boston University's international partner universities in Europe, Latin America, and Asia. Additionally, students may engage in short-term intensive courses on partner campuses in Mexico, England, France, or Taiwan. By accessing this global “classroom,” students interact directly with other students and professionals at some of the world's top business schools, participating in management and marketing classes, discussion groups, and projects conducted by professors from our international partner universities. All partner classes are taught in English.



The MSIMM comprises twelve courses (48 credit hours):

DEGREE CORE COURSES

(Six courses/24 credits)

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 715** Quantitative and Qualitative Decision-Making
- MET AD 741** The Innovation Process: Developing New Products and Services

SPECIALIZATION COURSES

(Four courses/16 credits)

- MET AD 737** Innovative Marketing Techniques
- MET AD 856** Market and Economic Research and Analysis

Plus two of the following:

- MET AD 650** Economic Development via Tourism in the Developing World
- MET AD 654** Marketing Analytics
- MET AD 755** Doing Business in North America
- MET AD 773** International Business Simulation (intensive classroom option)
- MET AD 857** Marketing Strategies
- XRG AD 752** Doing Business in Mexico and Latin America—ITESM* (online from Mexico)
- XRG AD 893** Integral Marketing Communications* (online from Mexico)

ADDITIONAL COURSES

(Two courses/8 credits)

Choose two additional Administrative Sciences courses, with the approval of the online program coordinator, to enhance your individual management interests or to work toward a certificate.

*Courses offered by our international partners

Graduate Certificate and Diploma Programs

Students who wish to update or obtain new skills in specific business areas; pursue advanced business study without committing to a degree program; or supplement a current graduate degree or degree program may be interested in one of the following Administrative Sciences graduate certificate or diploma programs:

Graduate Certificates

- Applied Business Analytics (on campus or online)
- Electronic Commerce, Systems & Technology (on campus or online)
- Financial Markets & Institutions (on campus or online)
- Innovation & Entrepreneurship (on campus or online)
- International Business Management (on campus or online)
- International Marketing (on campus or online)
- Project Management (on campus or online)
- Risk Management & Organizational Continuity (online)
- Supply Chain Management (on campus or online)
- Sustainable Economic Development via Tourism (on campus)

Graduate Diplomas

- Banking & Financial Services
- International Marketing

PREREQUISITES

Prior to starting a certificate or diploma course, students must submit a certificate or diploma application and an official transcript conferring a bachelor's degree from a nationally accredited institution.

Students considering the Graduate Certificate in Applied Business Analytics are required to complete AD 100 *Pre-Analytics Laboratory* or possess equivalent knowledge, in order to satisfy the prerequisite to the course MET AD 571 *Business Analytics Foundations*.

Students considering the Graduate Certificate in Financial Markets & Institutions must complete the prerequisite requirement of MET AD 510 *Mathematics for Management*, or take a waiver exam. Online students must complete an online math tutorial.

A 3.0 GPA is required for a certificate or diploma award, and no course with a grade below B- may be credited toward the certificate or diploma. Individuals who maintain a GPA of 3.2 or higher are eligible to continue in an Administrative Sciences master's program without reapplying. Those with a GPA between 3.0 and 3.19 who wish to matriculate into a master's degree program will be required to submit a master's degree application and application fee.

For more information, visit bu.edu/met (for online certificates, see bu.edu/online).

Alumni Profile



Barbara Bruno

eChannel Product Owner,
Blue Cross Blue Shield of Arizona
*MS in International Marketing
Management ('13)*

"After looking at various other, traditional graduate programs, I am very pleased to have chosen BU. Like many other working professionals, I searched for a program that could offer me a valuable education from a respected university—one that provided the flexibility to juggle school, family, and career. While the International Marketing Management program was challenging, it allowed me to immediately apply my education on the job, providing me with a competitive edge over my peers. In addition, I was able to study alongside other working professionals from across the globe, further enhancing my education while making lifelong friends. My BU education was so valuable that it enabled me to advance my career during my first year of studies."



Graduate Certificate Programs

APPLIED BUSINESS ANALYTICS (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 571** Business Analytics Foundations*
- MET AD 616** Enterprise Risk Analytics
- MET AD 654** Marketing Analytics
- MET AD 688** Web Analytics for Business

*As a prerequisite to the course MET AD 571 *Business Analytics Foundations*, applicants are required to complete AD 100 *Pre-Analytics Laboratory* or possess equivalent knowledge. MET AD 571 is a prerequisite for MET AD 616, MET AD 654, and MET AD 688.

ELECTRONIC COMMERCE, SYSTEMS & TECHNOLOGY (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 648** Ecommerce
- MET AD 737** Innovative Marketing Techniques

Plus two electives selected from the MSAS concentration in Electronic Commerce, Systems & Technology, with advisor approval.

FINANCIAL MARKETS & INSTITUTIONS (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 630** Financial and Managerial Accounting
- MET AD 731** Corporate Finance

Plus two electives selected from the MSAS concentration in Financial Economics, with advisor approval.

INNOVATION & ENTREPRENEURSHIP (ON CAMPUS OR ONLINE)

(Four courses/16 Credits)

- MET AD 737** Innovative Marketing Techniques
- MET AD 741** The Innovation Process: Developing New Products and Services

Plus two electives selected from the MSAS concentration in Innovation & Technology, with advisor approval.

INTERNATIONAL BUSINESS MANAGEMENT (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

Select two courses from the following:

- MET AD 632** Financial Concepts
- MET AD 642** Project Management
- MET AD 648** Ecommerce
- MET AD 655** International Business, Economics, and Cultures
- MET AD 741** The Innovation Process: Developing New Products and Services

Plus two electives selected from Administrative Sciences courses, with advisor approval.

INTERNATIONAL MARKETING (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 648** Ecommerce
- MET AD 737** Innovative Marketing Techniques

Plus two electives selected from Administrative Sciences courses, with advisor approval.

PROJECT MANAGEMENT (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 642** Project Management
- MET AD 643** Project Communications Management
- MET AD 644** Project Risk and Cost Management
- MET AD 646** Program Management

Alumni Profile



Pei-Ching Chiang (Eva)

Finance and Operation Associate Manager, UbiCare

MS in Administrative Studies, concentration in Financial Economics

"I gained expertise in finance, but MET's program also taught me about leadership, problem-solving, critical thinking, and discovering potential. Beyond the concentration courses, the program explores business management and offers opportunities to do research. It was particularly valuable to work with Dr. Barry Unger on multiple academic research projects.

I recommend this program to all students interested in not only academic achievement, but in building lifelong career skills. Boston University has a great educational environment, a supportive staff, and a distinctive academic reputation."

RISK MANAGEMENT & ORGANIZATIONAL CONTINUITY (ONLINE)

(Four courses/16 credits)

- MET AD 610** Enterprise Risk Management
- MET AD 612** COO—Public Emergency Management
- MET AD 613** Enterprise Risk Planning and Compliance
- MET AD 614** Disaster Management

SUPPLY CHAIN MANAGEMENT (ON CAMPUS OR ONLINE)

(Four courses/16 credits)

- MET AD 605** Operations Management
- MET AD 680** Global Supply Chains
- MET AD 690** Strategic Logistics Management
- MET AD 760** International Trade and Logistics

SUSTAINABLE ECONOMIC DEVELOPMENT VIA TOURISM (ON CAMPUS)

(Four courses/16 credits)

- MET AD 600** Economic Development and Tourism Management
- MET AD 603** Evaluating and Developing Markets for Cultural Tourism

Plus two electives selected from the MSAS concentration in Economic Development & Tourism Management, with advisor approval.



Graduate Diploma Programs

BANKING & FINANCIAL SERVICES

(Five courses/20 credits)

- MET AD 630** Financial and Managerial Accounting
- MET AD 712** Financial Markets and Institutions
- MET AD 731** Corporate Finance

Plus two electives selected from the MSAS concentration in Financial Economics, with advisor approval.

INTERNATIONAL MARKETING

(Five courses/20 credits)

- MET AD 648** Ecommerce
- MET AD 737** Innovative Marketing Techniques
- MET AD 856** Market and Economic Research and Analysis

Plus two electives selected from Administrative Sciences courses, with advisor approval.



Life in Boston



Consistently voted one of the most desirable U.S. cities in which to live—and counted by QS Best Student City Rankings as the best city in the nation for students—Boston offers a diverse intellectual and cultural atmosphere. The city is home to more than sixty colleges, universities, and educational institutions, and is a thriving hub of international commerce and business.

Boston University is conveniently situated near the city's many cultural and recreational attractions, including world-class museums, historical sites, and distinctive neighborhoods. The University's campus overlooks the Charles River Esplanade, where outdoor enthusiasts enjoy activities such as boating, biking, and jogging. A short subway ride brings you to the theatre district, Boston Common, Faneuil Hall Marketplace, and restaurants serving cuisine from around the globe. During the baseball season, fans gather to cheer on the Boston Red Sox at renowned Fenway Park, adjacent to Boston University's campus in Kenmore Square.

"Boston is a college town, it's amazing. You've got so many universities, so many restaurants, so many pubs, so many places to go out."

—Hector Pasillas Ayala, international student
Graduate Certificate in Financial Markets & Institutions





■ About Boston University's Metropolitan College

Internationally recognized as a top institution of higher learning and research, Boston University offers more than 250 degree programs, incomparable campus resources, and superb faculty. With around 33,000 students from all 50 states and more than 130 countries, Boston University is the fourth-largest independent university in the United States.

Metropolitan College—one of the University's 17 schools and colleges—demonstrates excellence in teaching and research with over 70 undergraduate and graduate degree, diploma, and certificate programs, offered full-time and part-time in

evening, online, and blended formats. The College's distinguished faculty are dedicated to teaching the latest knowledge within the framework of ideas, concepts, and methods that drive innovation. Students benefit from the highest level of scholarship and research, combined with the expertise of our faculty's extensive professional service in their fields.

Students

Drawn by Metropolitan College's innovative programs and international reputation for excellence, our students come from all types of backgrounds—and from around the world. Whether they study full-time or part-time,

MET students are part of the greater Boston University community, and are able to take advantage of intellectual, social, and professional resources. The mix of nationalities ensures that the exchange of ideas in the classroom is rooted in a diverse range of cultural and social experiences—and that the pedagogical content of each class is enriched by each student's life history, academic training, and professional qualifications.

■ Full-Time Faculty

Metropolitan College's Administrative Sciences faculty are internationally respected in their fields, and provide powerful connections to the global business world. Our highly qualified full- and part-time faculty have been selected for their academic credentials, business and management experience, and their ability to provide the demanding but supportive educational environment essential for students' personal growth. Many members of our faculty are engaged in groundbreaking research, and each brings to the classroom years of high-level corporate, academic, and research experience in their respective fields.

Andrew Banasiewicz

Associate Professor of the Practice

PhD, Louisiana State University; MBA, Louisiana Tech University;
BS, Northwestern State University



A predictive analytics expert whose focus is in decision support solution development and statistical methodologies, Dr. Banasiewicz has over fifteen years of hands-on industry experience in quantitative risk assessment and marketing analytics, and more than a decade of experience managing and developing analytic teams in business organizations. He has been actively engaged in a number of industries, including consumer packaged goods, automotive, financial services and insurance, consumer products, energy, utilities, hospitality, gaming, and business services. His areas of expertise include multivariate predictive modeling; exploratory data—including text—mining; big data; multisource analytics; and risk management, among others. Banasiewicz is the founder and principal of Erudite Analytics and a director of data science at Liberty Mutual Insurance. He was formerly senior VP of analytics at Beecher Carlson; VP of marketing strategy and analysis at Digitas; and senior consultant at the Nielsen Company and Epsilon. He has taught and designed courses in the areas of risk management and analytics, marketing analytics, and marketing strategy. Among his many publications, Banasiewicz has authored four books: *Total Exposure Management* (Erudite Analytics, 2016); *Marketing Database Analytics* (Routledge, New York and London, 2013); *Cracking the Code of Executive Risk* (Erudite Analytics, 2013); and *Risk Profiling of Organizations* (Erudite Analytics, 2009). A frequent speaker at national and international conferences, Banasiewicz is also the coordinator for MET's online graduate program in Risk Management.

Kip Becker

Associate Professor; Director of International Academic Initiatives

PhD, Florida State University; MBA, Wilmington University;
MA, BA, University of Delaware



Dr. Becker has published more than sixty articles and book chapters, both nationally and internationally, in the areas of international management, electronic commerce, strategy, marketing, and global service sector issues. He serves as editor of the *Journal of Transnational Management* and co-editor of the *Journal of Euromarketing*. He is on the editorial review boards of *Advances in Competitiveness Research*, *Strategic Outsourcing*, and the *Journal of Teaching*

in International Business. Becker is a member of the board of the International Management Development Association and is country director for the United States, Board of the European and Mediterranean (EuroMed) Research Business Institute (EMRBI). Additionally, he has owned a waterfront restaurant and is president of Northwind Management International, which conducts management training and consulting with companies, governments, and associations worldwide. He is a prolific researcher who oversees graduate, undergraduate, online, and international program development and implementation. Becker teaches courses in electronic commerce, international business, marketing, and strategy. In 2012, Becker was honored for 25 years of contributions to international business marketing by the Academy for Global Business Advancement.

Meet me: bu.edu/met/prof/becker

Read "Looking Forward with Kip Becker" in *Metropolitan*, MET's alumni magazine: bu.edu/met/mag/becker.

Canan Gunes Corlu

Assistant Professor; Faculty Coordinator for Applied Business Analytics Programs

PhD, MS, Tepper School of Business at Carnegie Mellon University;
BS, Koc University



Dr. Corlu's research advances the design and analysis of large-scale business system simulations to aid decision-making under uncertainty. She has published in a variety of journals, including *Operations Research*, *Surveys in Operations Research and Management Science*, *Quantitative Finance*, *Communications in Statistics—Simulation and Computation*, and *Expert Systems with Applications*. She has presented her work internationally and serves as a reviewer for the

leading journals in the field, *Annals of Operations Research*, *Mathematics of Operations Research*, *European Journal of Operations Research*, *IIE Transactions*, and *Journal of Simulation*. Prior to joining MET, Corlu was a faculty member at Bilkent University, Ankara, Turkey, where she taught courses in simulation, quality assurance and reliability, and service systems. At MET, she teaches courses in supply chain management and enterprise risk analytics.

Virginia A. Greiman

Assistant Professor

LLM, Boston University School of Law; JD, Suffolk University Law School;
MEd, Boston University; BS, Pennsylvania State University



Assistant Professor Greiman has published and lectured extensively on international law, economic development, project management and finance, and international business transactions. She is a nationally recognized expert on mega-project management and infrastructure development, privatization and project finance, corporate reorganizations, cyber-trafficking, and international commercial transactions. Greiman served as deputy chief legal counsel and risk

manager on Boston's "Big Dig" road project, and has held several high-level appointments for the United States government, including United States Trustee for the U.S. Department of Justice in Washington, D.C., and international legal counsel to the U.S. Department of State and the U.S. Agency for International Development on privatization projects in Eastern and Central Europe. She recently advised on London's Crossrail project (Europe's largest mega-project) and mega-projects in India, Africa, and Southeast Asia. Greiman, who has part-time teaching and academic appointments at both Boston University and Harvard University Law Schools, is author of *Megaproject Management: Lessons on Risk and Project Management from The Big Dig* (Hoboken, N.J.: Wiley, 2013). She is a certified Project Management Professional (PMP®).

Jay A. Halfond

Professor of the Practice

PhD, Boston College; MA, Brandeis University; BA, Temple University



Dr. Halfond has worked at Boston University since 1997, and was dean of Metropolitan College from 2001 through 2012. Previously, he served as associate dean of Northeastern University's College of Business Administration and held various administrative positions at Harvard University. Halfond has published over two hundred articles, including regular contributions to the *New England Journal of Higher Education* and *Huffington Post*, and, for a five-year period,

a monthly column, "On Ethics," for the *Boston Business Journal*. He has delivered more than sixty presentations at professional conferences. He served as trustee of the Massachusetts School of Professional Psychology and as board chair. At BU, Halfond chaired the President's Council for a Global University. He is currently a research fellow at Bentley University's Center for Business Ethics and a faculty associate of BU's Pardee Center for the Longer-Range Future. Halfond teaches undergraduate and graduate courses on ethics, corporate social responsibility, and American institutions and culture. He also holds a faculty appointment in BU's School of Education, where he teaches graduate courses on innovation in higher education.

Vijay Kanabar

Associate Professor; Director of Project Management Programs

PhD, University of Manitoba; MBA, Webber College;
MS, Florida Institute of Technology; BS, University of Madras (India)



Dr. Kanabar has unique expertise spanning both business practices and computer science.

A certified Project Management Professional (PMP®), he has advised numerous organizations on training and technology needs, including Blue Cross Blue Shield, Staples, United Way, and Fidelity Investments. Kanabar is an internationally published scholar and coauthor of *The Art and Science of Project Management* (Newport: RW

Press, 2013) with Administrative Sciences professor Roger Warburton. He is recognized by local and national media as an authority on IT project management, electronic commerce, and information security.

Full-Time Faculty, continued

Jung Wan Lee

Assistant Professor

PhD, Soongsil University; MBA, Hankuk University of Foreign Studies; MA, Myongji University; MS, Boston University; BA, Korea Maritime University



Dr. Lee has extensive international teaching experience in global business, marketing, and electronic commerce at Kazakh British Technical University in Kazakhstan, as well as Soongsil University in Korea. He has published over fifty research papers and four books on entrepreneurship, small business, and venture business management, and served as editor-in-chief for the *Journal of Asian Finance, Economics and Business* (JAFEB), the *Journal of Distribution Science* (JDS), and the *Journal of Administrative Sciences and Technology* (JAST). He was awarded the Distinguished Research Award by Allied Academies in 2008 and 2009, the Highly Commended Paper Award by the Emerald Literati Network in 2013, the Best Paper Award by the International Business Academics Consortium (IBAC) in 2013, and the Best Reviewer Award by the International Business Academics Consortium in 2014. He has published in journals such as *Tourism Management*, *Energy Policy*, *Journal of Business Ethics*, *Global Economic Review*, *Asian Economic Journal*, *The Internet and Higher Education*, *International Journal of Management in Education*, *Cross Cultural Management*, *Academy of Marketing Studies Journal*, *Journal of Transnational Management*, *International Journal of Entrepreneurship*, *International Journal of Trade and Global Markets*, and *International Journal of Emerging Markets*.

Stephen A. Leybourne

Assistant Professor

PhD, BSc, Cardiff Business School

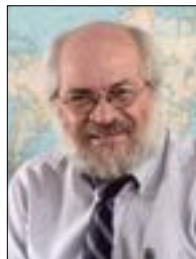


Internationally recognized as one of the world's leading authorities on improvised work in project management, Dr. Leybourne's research activities focus on the use and abuse of improvisational working practices, particularly in project-based work, and the location of project management within the wider academic landscape. A well-known lecturer in behavioral studies, innovation and entrepreneurship, and project and change management, Leybourne was a keynote speaker at the Fifth Brazil Project Management Congress in Brasilia, Brazil, and has presented regularly at the PMI® Research Conference, the International Research Network on Organizing by Projects (IRNOP) conferences, and the Academy of Management (AoM) conferences—winning a “best paper” award at AoM2006 in Atlanta. He has been a leading manager for several international banking institutions and was the founding secretary of the Organizational Transformation, Change and Development Special Interest Group at the British Academy of Management. He is an associate editor of *Organizational Project Management* and has published in a variety of journals, including the *Journal of Change Management*, the *International Journal of Management Concepts & Philosophy*, and the two leading project management journals in the field, the *International Journal of Project Management* and the *Project Management Journal*.

Samuel Mendlinger

Professor

PhD, Hebrew University; MSc, Tel-Aviv University; BA, Queens College



Dr. Mendlinger is a dual American-Israeli citizen whose research has resulted in agricultural and tourism related economic development in over twenty countries in North America, Asia, Africa, and South America. He holds several patents, has over sixty international peer-reviewed publications, has presented in numerous conferences, and received more than twenty international peer-reviewed grants. His current research and teaching interests include responsible and sustainable

economic growth in developing countries, the effects of tourism development on the local population, and how small- to medium-sized businesses adapt to tourism development and growth. In the past few years, he has had projects or has advised projects in the Dominican Republic, United Arab Emirates, China, Liberia, Tanzania, Israel, and the United States. Mendlinger directs the Economic Development & Tourism Management concentration for the Master of Science in Administrative Studies, and is editor-in-chief of the *Journal of Service Science and Management*, a journal dedicated to the service industries.

John D. Sullivan

Chair and Associate Professor

PhD, MBA, Northeastern University; AM, Harvard University; BA, Regis University



Dr. Sullivan is an expert in health care policy, finance, and asset valuation. Prior to joining Boston University, he worked for Fresenius Medical Care, completing the acquisitions of over one hundred health care companies with an estimated value of over \$5 billion. In 2008, Sullivan co-founded Reliant Renal Care with private equity funding of \$42 million. He has provided strategic guidance for many of the largest health care organizations in the United States

and Europe, and is an advisor on several medical and financial economic journal boards. He sits on the board of a scholarship fund under Glover's Marblehead Regiment and serves as financial advisor for the Marblehead Community Charter Schools Education Foundation. The recipient of a prestigious research fellowship from the United States Department of State counterterrorism unit that follows money laundering, Sullivan presently teaches mergers and acquisitions, corporate finance, investments, and financial markets and institutions.

Barry Unger

Associate Professor

*EdD, Harvard University; SB, Massachusetts Institute of Technology
(Alfred P. Sloan School of Management)*



An accomplished expert on high technology and venture capital businesses, Dr. Unger has founded and participated in numerous companies, including Kurzweil Computer Products, Inc., which became Xerox Imaging Systems. He is a member of Boston University's Faculty of Photonics, and co-founder and chair emeritus of the Massachusetts Institute of Technology Enterprise Forum. Unger served in President Carter's administration as senior advisor on science and technology, and is the recipient of

the Massachusetts Institute of Technology's Vincent A. Fulmer Lifetime Achievement Award.

Irena Vodenska

Associate Professor

*PhD, Boston University; MBA, Vanderbilt University;
MS, BS, University of Belgrade*



Dr. Vodenska is an expert in international finance and investments, with more than fifteen years of hands-on experience in financial analysis and securities trading on Wall Street and European markets. She is a Chartered Financial Analyst with expertise in creating and actively managing hedge funds, specializing in risk arbitrage and convertible fixed-income securities. Vodenska has broad experience in academic teaching and corporate training, and her research focuses on network

theory and complexity science applications in economics. She conducts theoretical and applied interdisciplinary research using quantitative approaches for modeling interdependences of financial networks, banking system dynamics, and global financial crises. Vodenska also studies extreme events such as financial market bubbles and crashes, and the domino effects that such events can exert on related global economic systems. More specifically, Vodenska's research focuses on modeling of systemic risk propagation and spreading of global financial crises throughout interconnected financial and economic networks. As a principal investigator (PI) for Boston University, she has won interdisciplinary research grants awarded by the European Commission (EU) and the National Science Foundation (U.S.).

Roger D. H. Warburton

Associate Professor; Academic Coordinator for Project Management Programs

PhD, MS, University of Pennsylvania; BSc, Sussex University



Dr. Warburton teaches courses in supply chain management and project management, both in the classroom and online, and also conducts research in those areas. His research in project management focuses on the foundations of earned value management, and he developed an algorithm for project duration estimation early in the project's life. In supply chains, Warburton publishes and lectures internationally about domestic manufacturing, challenging the obsession with

manufacturing everything offshore and proving that there are cost-effective survival strategies for high-wage manufacturers. Warburton also derived the exact theoretical solutions to the full set of supply chain equations, opening up a new range of research opportunities for controlling inventory. Previously, Warburton was the MIS director for Griffin Manufacturing, helping transform an apparel manufacturer from a simple cut-and-sew facility into a twenty-first century operation with a global supply chain and domestic manufacturing supported by international outsourcing. Before that, he was vice president of the Software Technology Division of Jaycor, directing the technical analysis of very large information systems. Among his many publications, he is coauthor of *The Art and Science of Project Management, 3rd Edition* (Newport: RW Press, 2013) with Administrative Sciences professor Vijay Kanabar. In 2010, Warburton received BU's Innovative Scholar Grant for Distance Learning for "The Creation of a Multi-Dimensional Online Case Study." He is a Project Management Professional (PMP®).

Vladimir Zlatev

Associate Professor of the Practice

PhD, MS, BS, Dresden University of Technology



Dr. Zlatev is an experienced educator and entrepreneur, with an extensive background in industrial engineering and corporate management. He focuses on marketing research and competitive analysis based on specific industries and market segments, companies, and technologies. Zlatev's interests include applications of system dynamics in areas such as decision management, performance management, process management, and international marketing; and researching and

managing complex high-technology initiatives that involve international cooperation, intellectual property rights, and technology transfer. In addition to his work in developing and delivering professional education programs, he serves as project leader in a European Union-financed initiative on the design, management, and implementation of educational programs and consulting projects as they relate to best-business theories and practices in the management of international tourism companies and destinations. Zlatev is a member of the editorial board of the *International Journal of Business Competition and Growth* (InderScience Publishers, UK).



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