

Sept. 1977 - Jan.

MASTER
OF
BUSINESS ADMINISTRATION
PROGRAM

1976-77



NEW HAMPSHIRE COLLEGE
2500 NORTH RIVER ROAD
MANCHESTER, NEW HAMPSHIRE

TABLE OF CONTENTS

	<u>Page No.</u>
<u>GENERAL INFORMATION</u>	1
HISTORY	1
DEGREES AND ACCREDITATION	1
OBJECTIVES	2
ADMINISTRATION	3
ADMISSION TO THE PROGRAM	3
RESIDENCY REQUIREMENT	4
TRANSFER OF CREDIT	4
GRADUATE MANAGEMENT ADMISSION TEST	5
MBA CLASS MEETING TIMES	6
LOCATION OF MBA CENTERS	6
GEOGRAPHICAL AREA SERVICED	7
AVAILABILITY OF MBA COURSES	7
MBA BACKGROUND REQUIREMENTS	8
MBA PREREQUISITES/CLEP	8
STUDENT EVALUATION	10
GRADING SYSTEM	10
WITHDRAWALS	11
INCOMPLETES	11
GRADUATION REQUIREMENTS	11
EXPENSES	12
<u>Tuition & Fees</u>	12
<u>Books & Supplies</u>	12
<u>Deferred Payment Plan</u>	12
<u>Veteran's Benefits (G.I. Bill)</u>	13
REFUND OF TUITION	13

TABLE OF CONTENTS (Cont'd.)

	<u>Page No.</u>
<u>MBA COURSE LISTINGS</u>	14
GRADUATE DISCIPLINE IN MANAGEMENT	14
GRADUATE DISCIPLINE IN ACCOUNTING	15
<u>MBA COURSE DESCRIPTIONS</u>	16
GR 200 - GR 202 - GR 203	16
GR 204 - GR 205	17
GR 206 - GR 207, - GR 220	18
GR 221 - GR 223 - GR 224	19
GR 225 - GR 226	20
GR 228 - GR 229 - GR 230	21
GR 231 - GR 232	22
GR 233 - GR 234 - GR 235	23
GR 236 - GR 237	24
GR 238 - GR 240	25
<u>MBA PROGRAM CALENDAR</u> -	
<u>ACADEMIC YEAR 1976 - 1977</u>	26
<u>FOR FURTHER INFORMATION</u>	26

GENERAL INFORMATION

HISTORY

New Hampshire College is a private, non-profit coeducational institution in Manchester, New Hampshire. The College was founded in 1932 as the New Hampshire School of Accounting and Secretarial Science by the late H.A.B. Shapiro. In 1961, it was incorporated as the New Hampshire College of Accounting and Commerce, and two years later was chartered by the State of New Hampshire as a degree-granting institution of higher learning. Associate degrees were initially conferred in the same year, and the first baccalaureate degrees were awarded in 1966. On September 1, 1968, the College became a non-profit institution, shortly thereafter electing its first Board of Trustees, and on September 19, 1969, the name was officially shortened to New Hampshire College.

Since that time, the charter has been amended to permit the awarding of the degree of Master of Business Administration.

DEGREES AND ACCREDITATION

New Hampshire College is authorized by the State of New Hampshire to grant the degrees of Master of Business Administration, Bachelor of Science, and Associate in Science to those students who have successfully completed the prescribed program of study.

New Hampshire College is fully accredited by the New England Association of Schools and Colleges, Inc., and is listed in the Department of Health, Education and Welfare Directory, Part 3: Higher Education.

OBJECTIVES

New Hampshire College is primarily involved in career education. Its mission is to prepare men and women for careers in business and related areas. Thus, the major courses of study are the areas of business management and accounting.

Specifically, the Master of Business Administration Program is designed to accomplish the following objectives:

1. To provide individuals with advanced academic work in the field of business and management education.
2. To provide individuals with a graduate program that is oriented to a pragmatic study of business and management education.
3. To provide individuals with a program that will prepare them for management positions in profit and non-profit institutional units in society.
4. To provide individuals with an opportunity to develop a capacity for self-directed study and professional growth.
5. To provide individuals with a program that has as its core, a broad-base exposure to the general concepts of management and allows for specialization in an area of interest.

6. To provide individuals employed full-time who have an undergraduate degree in business an opportunity to secure graduate business education on a part-time basis in the evening.

ADMINISTRATION

The Associate Academic Dean is the Director of the Graduate Program. The Graduate Studies Committee serves as a forum for discussion of policies governing the graduate program. Members of the Graduate Studies Committee are the Academic Dean, the Associate Academic Dean who serves as Chairman of the Committee, the Director of Continuing Education, and representatives of each of the business departments.

ADMISSION TO THE PROGRAM

Students will be admitted to the MBA Program by the Director of Graduate Studies of New Hampshire College. Admission requirements include:

1. Possession of a baccalaureate or higher degree from an accredited institution.
2. Admission in good standing is based upon an overall undergraduate grade point average of at least 2.50 (4.0 basis) or 2.70 for the last half of the undergraduate work. The Graduate Management Admission Test is required, but no minimal score has been determined.

3. Requirements for admission on limited status are the same as those for good standing admission except that persons may be admitted on provisional status who have undergraduate grade point averages below 2.49 (4.0 basis) for all undergraduate work completed. This provisional status may be removed and the student admitted in good standing to the program if he achieves an overall B (3.0) average in the first nine credits of the MBA Program.

4. Unclassified Students - Students who have not been accepted into the MBA Program may enroll in a course as an unclassified student. A student must be accepted into the MBA Program in order to use this credit as part of his or her degree requirement. A maximum of six credits earned as an unclassified student may be used toward the MBA Degree.

RESIDENCY REQUIREMENT

A minimum of 27 semester hours of graduate credit must be earned at New Hampshire College.

TRANSFER OF CREDIT

Students who have completed graduate work at other institutions may transfer the credits to New Hampshire College to apply toward the completion of the MBA Program subject to the following provisions:

1. The credits must be from an accredited institution and be of graduate level. The student must have earned a grade of B or better in each course to be transferred.
2. The credits must be applicable to the MBA Program at New Hampshire College.
3. A maximum of six semester hours of credit may be accepted.
4. The credits must have been earned within a five year period prior to the student's admission.
5. No credit for correspondence courses will be accepted.

GRADUATE MANAGEMENT ADMISSION TEST

The following information on test centers and dates for the Graduate Management Admission Test is provided for your information:

<u>Test Centers</u>	<u>Test Dates</u>
University of New Hampshire, Durham	THE SCHEDULE OF TEST DATES FOR THE 1977 - 1978 ACADEMIC YEAR WILL BE AVAILABLE BY AUGUST 1977. YOU MAY CALL 668-2211 EXT. 259 TO REQUEST THE SCHEDULE BE MAILED TO YOU OR STOP BY FROST HALL ROOM F-44.
Dartmouth College, Hanover	
Rivier College, Nashua	
Boston University, Boston	
Northeastern Uni- versity, Boston	
Harvard University, Cambridge	

For further information regarding the Graduate Management Admission Test, write:

Graduate Management Admission Test
Educational Testing Service
Box 966-R
Princeton, NJ 08540

MBA CLASS MEETING TIMES

Classes meet one evening each week during a 12-week term. Classes meet on Monday, Tuesday, Wednesday, and Thursday evenings. Class hours are from 6:00 PM to 9:00 PM. New 12-week terms start in September, December, March, and May. Four times a year, New Hampshire College publishes schedules of courses offered.

LOCATION OF MBA CENTERS

<u>Manchester</u>	New Hampshire College 2500 North River Road Manchester, NH 03104 Tel. 603-668-2211
<u>Salem</u>	New Hampshire College 151 Main Street Salem, NH 03079 Tel. 603-893-3592
<u>Nashua</u>	Sanders Associates, Inc. Advanced Education 95 Canal Street Nashua, NH 03060

GEOGRAPHICAL AREA SERVICED

Manchester North to Laconia, NH
 East to Portsmouth, NH
 South to Northeastern MA
 West to Keene, NH

Salem North to Concord, NH
 East to Portsmouth, NH
 South to Route 128, MA
 West to Fitchburg, MA

Nashua North to Concord, NH
 East to Portsmouth, NH
 South to Route 128, MA
 West to Fitchburg, MA

AVAILABILITY OF MBA COURSES

Manchester 1. Core courses
 2. Specialization in management
 3. Specialization in accounting

Salem 1. Core courses
 2. Specialization in management

Nashua 1. Core courses
 2. Specialization in management

Note: Accounting specialization courses not offered at Salem and Nashua. However, students may take the core courses at these centers and complete the accounting courses at Manchester.

MBA BACKGROUND REQUIREMENTS

Prospective students must have completed the courses listed below OR THEIR EQUIVALENT at either the undergraduate or graduate level. If not, the student must complete these courses in addition to the 33 credits required for the MBA Degree.

<u>Prerequisite Course</u>	<u>Credits</u>
Accounting	6
Economics	6
Mathematics	6
Business Law	3
Computer-based Information Processing	3
Business Organization	3
Marketing	3
Finance	3
Statistics	<u>3</u>
Total prerequisite credits	36 cr.

Any courses taken to make up for deficiencies in background requirements may not be counted toward the number of graduate credits required for the MBA Degree.

MBA PREREQUISITES/CLEP

Some students who have not taken college courses equivalent to one or more MBA prerequisites have, through life or work experience, gained comparable knowledge.

The College Level Examination Program (CLEP) allows students to test out of such prerequisite courses. Administered at New Hampshire College monthly (third Saturday of each month), CLEP provides an opportunity for students to gain college credit through a national testing program.

The following list indicates which CLEP examinations will satisfy which requirements:

<u>Prerequisite</u>	<u>CLEP Exam</u>	<u>Minimum Score</u>
Accounting	Introductory Acctg.	50
Economics	Introductory Micro & Macro-Economics	48
Business Law	Introductory Business Law	51
Computer Based Info Proc.	Computers and Data Processing	46
Mathematics	Mathematics (General Exam)	460
Business Org.	Introduction to Busi- ness Management	46
Marketing	Introductory Marketing	48
Finance	Money & Banking	48
Statistics	Statistics	49

Any questions about CLEP can be directed to Richard France, Registrar and CLEP Administrator.

One test \$20
 Two tests \$30
 Three to five tests . . . \$40

New Hampshire College Test Center #3649.

STUDENT EVALUATION

It is expected that each student will maintain at least a 3.0 (4.0 basis) average in all graduate work attempted. A maximum of six semester credits of C grades are allowed in the student's overall program. Any student failing to maintain a 3.0 (4.0 basis) average will be referred to the Committee on Scholastic Standing to determine whether or not he should be permitted to continue in the program. A student may withdraw from a course any time prior to the final exam with approval of the professor. Any student dismissed from the MBA Program may petition the Committee on Graduate Studies to be reconsidered.

GRADING SYSTEM

The College's grading system for the MBA Program is as follows:

A	=	4.00
A-	=	3.66
B+	=	3.33
B	=	3.00
B-	=	2.66
C+	=	2.33
C	=	2.00
F	=	0.00 (no credit)

The grade point average is determined by multiplying the grade point value by the total number of semester hours for the particular course, adding the products and dividing by the total number of semester hours. An example of a student's grades and grade point average calculation is as follows:

Graduate Course #1	3 cr. x A (4.00)	= 12.00 pts.
Graduate Course #2	3 cr. x B+ (3.33)	= 9.99 pts.
Graduate Course #3	3 cr. x B (3.00)	= 9.00 pts.
Graduate Course #4	<u>3 cr. x C+ (2.33)</u>	= <u>6.99 pts.</u>
	12 crs.	37.98 pts.

37.98 divided by 12 credits = 3.165 GPA

WITHDRAWALS

A student withdrawing from a course must complete a withdrawal slip from the MBA Office, bearing both the date of withdrawal and the signature of the instructor. Completed slips are to be returned to the MBA Office. Failure to do this will result in an "F" for the course.

Instructors will reserve the right to withdraw any student from a course after three absences, if, in the instructor's opinion, the student will not be able to complete the course satisfactorily.

INCOMPLETES

The grade of "I" (Incomplete) is given when specific work is lacking in a course. The student is responsible for making up an "I"; otherwise, it will become an F eight weeks after the start of the following term.

GRADUATION REQUIREMENTS

1. Completion of all required MBA courses (minimum of 33 semester hours).
2. Minimum overall grade point average of 3.0 (4.0 basis) with no more than two C grades.

3. All degree requirements must be completed within eight years from the date of admission. An extension of time requires action of the Committee on Graduate Studies and will have to be based on good cause.

EXPENSES

Tuition and Fees

\$225.00	Cost per course
5.00	Parking Fee
25.00	Graduation Fee
1.00	Transcript Fee

Books & Supplies

Books are sold at the main campus bookstore and through each center office. Each student is responsible for purchasing his or her own textbooks and supplies. No credit is permitted on textbook purchases.

Deferred Payment Plan

Students receiving educational benefits from the Veterans Administration or other sources may use a deferred payment plan for tuition costs. A carrying charge of 1% per month is assessed on any unpaid balance, and the student remains responsible for the payment of any amount owed, including interest.

Veterans' Benefits (G.I. Bill)

Veterans enrolling for the first time may experience a delay of six to eight weeks before receiving their first VA checks. If no check has been received by the eighth week, contact the V.A. or the Office of Veterans Affairs at the main campus (603-668-2211).

Veterans transferring directly from another school should ensure that the other school sends in a prompt notice of the veterans' effective date of termination.

REFUND OF TUITION

	<u>% of Refund</u>
After first class	80%
After second class	50%
After third class	0%

COURSE LISTINGS

GRADUATE DISCIPLINE IN MANAGEMENT

Graduate Core (required)

- GR 200 Managerial & Financial Accounting
- * GR 202 Research Methods in Business
- GR 220 Organizational Behavior & Development
- GR 221 Quantitative Analysis in Business
- ** GR 228 Business Policy
- GR 240 Management Information & Control

Required Courses

- GR 224 Marketing Strategy
- GR 225 Business, Government & the Environment

Selection of one of the following:

- GR 223 Institutional Economics
- GR 229 New Org. Structures, Change, and Process Consultation
- GR 230 Production Management
- GR 236 Mgt. of the Non-Profit Institution
- GR 237 Non-Profit Corp Market Strategies
- GR 238 Multinational Marketing

Optional Courses (elect two)

Graduate business management
electives
Graduate accounting electives

-
- * Recommended during first nine hours of the program
 - **Required during last nine hours of the program

GRADUATE DISCIPLINE IN ACCOUNTING

The accounting specialization is primarily designed for students who did not major in accounting at the undergraduate level.

Upon the completion of the accounting specialization the student will have obtained a fundamental background necessary for entrance into the field of accounting. Students planning to take the examination for Certified Public Accountant should complete both the auditing and federal taxes courses.

Graduate Core (required)

- GR 200 Managerial & Financial Accounting
- * GR 202 Research Methods in Business
- GR 220 Organizational Behavior & Development
- GR 221 Quantitative Analysis in Business
- ** GR 228 Business Policy
- GR 240 Management Information & Control

Required Courses

- GR 203 Financial Reporting I
- GR 204 Budgeting & Cost Accounting
- GR 205 Financial Reporting II

Optional Courses (elect two)

- GR 206 Auditing
- GR 207 Federal Taxes
- (2) Graduate business management electives

* Recommended during first nine hours of the program

** Required during last nine hours of the program

COURSE DESCRIPTIONS

GR 200 Managerial & Financial Accounting

The course will stress the theory and practice of accounting and will be set within a broad business background and will furnish a specific business orientation for an in-depth analysis of the subject. The course will reflect the fact that the strength of an accounting system lies in the usefulness of its applications rather than in the information gathering and processing aspects. Accounting with its relationships to the nature and objectives of business decisions, what information is necessary to make them, what data are relevant and what are the uses and limitations of these data will be stressed. This course presumes that the student has knowledge of the basic accounting equation: $ASSETS = LIABILITIES AND OWNERSHIP$ and some proficiency in accounting procedures (preparing books of original entry, posting and preparing trial balances.)

GR 202 Research Methods in Business

The course will stress the basic methods of designing research and analyzing business/economic situations. Students are required to present their findings both orally and in writing.

GR 203 Financial Reporting I

A comprehensive examination of accounting theory and concepts in greater depth and scope than that found in first year accounting. The emphasis will be on general financial accounting including coverage of the opinions of the American Institute of Certified Public Accountants

and the Financial Accounting Standards Board. The topics extensively examined include current assets, plant and equipment, intangible assets, current liabilities, long-term debt, stockholder's equity, statement of changes in financial position and general price-level accounting. This course will require problem solving as well as the preparation of journal entries.

Prerequisite: GR 200 Managerial & Financial Accounting

GR 204 Budgeting and Cost Accounting

This course consists of an in-depth study of the operations budgeting procedures and the costing systems used in manufacturing, distribution and service firms. Accounting procedures employed in recording and reporting operations will be stressed. Upon completion of the course, the successful student will have developed the ability to recognize and analyze the causes and effects of economic events that result in deviations from a firm's operating plan.

Prerequisite: GR 200 Managerial & Financial Accounting

GR 205 Financial Reporting II

This course is an intensive examination of accounting principles applicable to special areas of financial reporting. There is an in-depth coverage of topics such as partnerships, business combinations and consolidated financial statements, foreign operations, firms in financial difficulty, and estates and trusts. A great deal of emphasis is placed on the proper techniques, including journal entries, required for the solution of problems.

Prerequisite: GR 203 Financial Reporting I

GR 206 Auditing

This course emphasizes the conceptual, as well as the procedural, aspects of auditing. It directs attention to the importance of suitable internal controls, auditing standards and procedures, statistical sampling techniques, and auditing through the computer. A review is made of many auditing questions and problems from CPA examinations.

Prerequisite: GR 205 Financial Reporting II

GR 207 Federal Taxes

The objective is to learn the most frequently applied provisions of the income tax law, be familiar with original source materials and learn the importance of tax planning in financial matters. During the course, the following income tax returns will be prepared: 1) Individual income tax return for the proprietor of a small business, 2) Corporation, 3) Partnership, and 4) Subchapter S Corporation.

Prerequisite: GR 205 Financial Reporting II
or by permission of the Associate Academic
Dean.

GR 220 Organizational Behavior & Development

A systematic analysis of individuals within an organizational structure. The process of understanding the psychological, sociological and cultural makeup of people within organizational structure accomplishing a task situation.

GR 221 Quantitative Analysis in Business

An introduction to fundamental theories underlying various techniques, mathematical and statistical, developed to facilitate management decision-making under uncertainty. Emphasis will be on the role and evaluation of modern quantitative techniques rather than technical expertise.

GR 223 Institutional Economics

The course will acquaint the student with the evolution of institutions within the economy of the United States. It will explore how they have affected, and been affected by, economic-political-social forces; however, the emphasis is clearly on economic phenomena, including regional shifts in economic influence. The current dilemma facing key institutions in our economy and the effect on business and the nation will also be examined.

GR 224 Marketing Strategy

A study of the procedure and application of market research. Such areas as the organization and operation of a research department, methodology of research, with measurements of potential demand, and the analysis of distribution costs will be considered. Emphasis on developing the student's ability to apply these and other techniques toward the solution of marketing problems.

GR 225 Business, Government, and the Environment

The health of our society depends significantly on the responsiveness and responsibility of business, labor, government and consumer units and how each interacts with the other. This course examines ways managers of each of these institutional units might respond to external environmental problems. Emphasis is placed on current problems being encountered by executives in their institutional roles and how conflict exists between this and his role as a member of society. Issues considered in this course include pollution control, urban and rural economic development, minority groups, and multinational institutions.

GR 226 Small Business Administration and Management

Aspects of management that are uniquely important to small firms, in the interest of developing an understanding of the economic and social environment in which the small concern functions. Practice in decision-making on the same types of problems that small businessmen face. Problems relevant to small business operations in New England will be stressed.

GR 228 Business Policy

A systematic analysis of policy-making and executive action within the decision-making process of public, non-profit and commercial enterprises. Emphasis is placed on the legislative and executive function and the roles which management play in these actions.

GR 229 New Organizational Structures, Change, and Process Consultation

Explores an in-depth analysis of human behavior within an organization and structure. The role of effective senior executive control patterns, utilization of power, meaning of power, congruency, psychological transference within a total and sub-total system is defined as well as the role of a consultant as an exterior force.

GR 230 Production Operational Management

Exploration into production processes will be undertaken with the use of text and case materials. A system life cycle approach from elements of design to the complete process will be examined. Decision problems of the system will be reviewed and appropriate materials introduced to the student to challenge his analytical capabilities. Although primarily qualitatively oriented, this course will utilize quantitative methods of problem solutions.

GR 231 Seminar in Interpersonal Behavior

The direct and personal interaction of students in a sensitivity training group is the focus of the pedagogical material. As students learn to exchange descriptive feedback about self and others they develop a heightened awareness of the impact of their personal behavior on others and are stimulated to re-examine prior assumptions concerning their motives and behavior.

GR 232 Business Cycles and Forecasting

The primary objectives are to allow the student the opportunity to develop: 1) a firm understanding of the business cycle phenomenon; 2) the ability to correctly understand and evaluate current developments in light of business cycle theory; 3) the ability to project the relevant business conditions ahead, based on current economic indicators.

The course will break down into two parts: the first part will deal with business cycle history and theory, and the second part will deal with the use of lagging, coincident and leading economic indicators.

In addition to reviewing the foregoing and giving recommended readings, this course at the graduate level will: 1) require the class as a whole to develop a one year forecast for the United States economy on a sectoral basis; and 2) require each individual student to develop the cycle of a particular business or industry and a one year forecast for that business or industry.

GR 233 Labor Relations and Arbitration

This course will focus on the union-management relationship. Key elements to be explored in this course are: 1) Wage determination, including wage contours; 2) Bargaining models and strategies; 3) A brief review of labor history and legislation; 4) Current labor law; 5) Elements of a good union-management contract; and, 6) The role and powers of an arbitrator.

The exact design of the course will vary from instructor to instructor. The case study method, supplemented by occasional lectures and straight readings, would seem an ideal approach.

GR 234 International Trade and Finance

This course will focus on the United States' business relations with the rest of the world. Key elements to be explored in this course are: 1) Role and ramifications of the multi-national firm; 2) Review of GATT (General Agreement Trade and Tariff) negotiations; 3) Examination of exchange rate mechanisms and institutions; 4) Impact of international trade and finance on the US economy.

GR 235 Investment Analysis and Evaluation

This course will focus on the process of investment analysis and evaluation. Focus of the course will revolve around analysis of the three major risk factors: market risk, business risk, and money risk as they apply to the major investment vehicles in the US economy. Investment vehicles to be examined should include: stocks, bonds (including debentures), commodities (including real estate), and direct business investments.

GR 236 Management of the Non-profit Institution

Non-profit institutions are a growing entity within our society today. This sector includes, not only government, but all private activities which are not pursued for a profit. Included among the not-for-profits, are such institutions as universities, colleges, hospitals, religious organizations and such businesses as "think tanks" like The Rand Corporation.

This course will endeavor to introduce the learner to the many aspects of the not-for-profits which include organizational characteristics, control structure, precise budgeting and management activities. Profit making organizational tools, concepts and views will be examined as they relate to and can assist the manager of the non-profit organization.

GR 237 Non-profit Corporate Market Strategies

The non-profit organization has many problems when attempting to obtain funds to carry on their activities. These problems have long since been faced up to and in many instances been viewed as straight forward marketing problems within the profit making sector.

This course will look at the application of conceptual systems of marketing to the marketing problems of non-profit organizations.

GR 238 Multinational Marketing

Multinational organizations have become an increasingly important element in our business environment. The trend to an ever increasing number of these institutional units is apparent. These companies will be involved in larger segments of the world's business as time passes. We can already see the extent of their world-wide activities but also can read of some of their blunders.

Past marketing practices have in many instances been lacking. It will be the intent of this course to introduce the student to global marketing techniques which should provide insight into intelligent marketing for international businesses.

GR 240 Management Information & Control

The course is designed to orient the graduate student with the practical applications of information and control systems in contemporary organizational situations. In so doing, the student will become familiar with the basic concepts, terminology, and interactions of systems hardware, software, and data management. Students will demonstrate a working proficiency in BASIC or FORTRAN as a requisite for successful completion of the course.

AT
NEW HAMPSHIRE COLLEGE

BUSINESS
IS
OUR
BUSINESS

