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NEW  HAMPSHIRE  
C O L L E G E

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1988-1989  
Catalog

## **Policies**

### **Non Discrimination Policy**

New Hampshire College admits female and male students of any race, color, national or ethnical origin to the rights, privileges, programs and activities generally accorded or made available to students at the College. It does not discriminate on the basis of race, color, sex, religion, marital status, handicap, age, national and ethnic origin in administration of its educational policies, admission procedures, student financial aid programs and athletic and other College-administered programs.

### **Family Educational Rights and Privacy Act**

New Hampshire College complies with the Family Educational Rights and Privacy Act (known as the "Buckley" Amendment). This Act, which was passed by the Congress in 1974, protects the rights of the student in matters of access to and release of information contained in the student's records. Questions regarding this policy should be referred to the Registrar.

SEP 22 1988

# **New Hampshire College**

## **1988 - 1989 Catalog**

The information contained in this catalog is correct as of the date of publication. All information including but not limited to costs, rules and regulations, program requirements, course content and staff, is subject to change at any time. The college reserves the right to modify aspects of college operations, as well as to change tuition and other charges without notice.



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# ACADEMIC CALENDAR

## 1988-1989

### Fall

New Student Orientation	September 3, 4, 5
Returning Student Check-in	September 6
Staff Development Day	September 6
Classes Begin	September 7
Mid-Term Holiday	October 10
Thanksgiving Recess	November 24, 25
Classes Resume	November 28
Last Class Day	December 14
Reading Day	December 15
Final Exam Period *	December 16-22
Intersession	January 2 - 13

### Spring

Returning Student Check-in	January 16
Staff Development Day	January 16
Classes Begin	January 17
Mid-Term Holiday	March 13-17
Classes Resume	March 20
Last Class Day	May 1
Reading Day	May 2
Final Exam Period *	May 3-9
Graduation	May 13
Final exams will not be held on Sunday.	

## 1989-1990

### Fall

New Student Orientation	September 2,3,4
Returning Student Check-in	September 5
Staff Development Day	September 5
Classes Begin	September 6
Mid-term Holiday	October 9
Thanksgiving Recess	November 23,24
Classes Resume	November 27
Last Class Day	December 13
Reading Day	December 14
Final Exam **	December 15-21
Intersession	January 2 - 12*

### Spring

Returning Student Check-in	January 15
Staff Development Day	January 15
Classes Begin	January 16
Mid-term Holiday	March 12-16
Classes Resume	March 19
Last Class Day	April 30
Reading Day	May 1
Final Exam **	May 2-8
Graduation	May 12

\* Classes will be held on Saturday January 6

\*\* Final Exams will not be held on Sunday.

# New Hampshire College

## Campus

The campus is located in the Manchester/Hooksett area of Southern New Hampshire. Manchester, known as the Queen City, has a growing population of 100,000 and is hub to a wheel of progress around it: industrial and business growth to its south, vacation and tourist areas to its north. Convenient interstate highways bisect Manchester's bustling perimeters; air service connects Manchester to all major cities in the United States. New Hampshire College's South Campus borders Interstate 93 and is within an hour of Boston.

New Hampshire College's specific facilities include a wooded 200 acre South Campus with twenty major buildings: classroom/administrative buildings, residence halls, a computer center, a library complex with a TV studio, student center with dining facilities and an athletic/recreational complex featuring two gymnasiums, competition size swimming pool, hockey rink, athletic fields and lighted tennis courts.

The North Campus is 4.7 miles from the South Campus on Daniel Webster Highway, Route 3. Located on 500 wooded acres, this campus is comprised of eleven buildings: residence halls, faculty and administrative offices, classrooms and dining facilities. Alumni Hall houses the Graduate School of Business, while the Community Economic Development program and the Culinary Institute are quartered in New Hampshire Hall.

## Mission

New Hampshire College is a private, non-profit, pluralistic college which provides quality education within the framework of selected career-oriented educational opportunities and professional development. As an institution, the College is committed to prepare its students to participate in a changing and increasingly more complex world of competing ideologies, varying community concerns, and changing business, social and personal needs.

Thus it seeks, both consciously and proactively, to create the conditions for effective and innovative intercultural education and international exchange.

New Hampshire College is:

- a small private, independent college;
- emphasizing business and related professional education; entrepreneurial in spirit;
- an academic community of concerned scholars and students.

Its programs:

- position graduates for distinctive career opportunities;
- provide work opportunities through internship and cooperative education;

encourage understanding of self, society and the richness of cultural differences.

Its students are:

- both traditional young people preparing for business and professional careers;
- older adults seeking additional graduate and undergraduate education for personal and professional advancement.

Its faculty are:

- dedicated to the personal as well as career development of students.

The College serves:

- the immediate community of New England and the northeast United States;
- the entire world from which it welcomes international students.

## Accreditation and Membership

### Accredited By:

- New England Association of Schools and Colleges, Inc., which accredits schools and colleges in the six New England states. Accreditation by the association indicates that the institution has been carefully evaluated and found to meet the standards agreed upon by qualified educators.
- The New Hampshire Post-secondary Education Commission.
- The New Hampshire State Department of Education for Teacher Certification.

New Hampshire College supports the efforts of secondary school officials and governing bodies to have their schools achieve regional accredited status to provide reliable assurance of the quality of the educational preparation of its applicants for admission.

New Hampshire College is also:

- Approved for the education of veterans and the children of veterans.
- Approved for the rehabilitation training of handicapped students.
- Authorized under Federal Law to enroll nonimmigrant alien students.
- Listed in the Department of Education's Education Directory, Part 3, Higher Education.

## Consortium

New Hampshire College is a member of the New Hampshire College and University Council, a consortium of colleges and universities in New Hampshire that promotes cooperation and exchange of programs and resources.

New Hampshire College students may benefit from access to library collections as well as course work in nearby institutions on a space available basis at the following institutions: Colby-Sawyer College, Daniel Webster College, Franklin Pierce College, Nathaniel Hawthorne College, New England College, Notre Dame College, Plymouth State College, Keene State College, Saint Anselm College and the University of New Hampshire.

## History of the College

New Hampshire College was founded in 1932 by the late H.A.B. Shapiro. Founded as the New Hampshire School of Accounting and Secretarial Science, the College remained relatively small until 1961 when it was incorporated and renamed New Hampshire College of Accounting and Commerce.

In 1963 the State of New Hampshire granted the College its charter which gave it degree granting authority. That same year the first Associate Degrees were awarded and three years later the first Bachelor's Degrees were conferred.

The College became a non-profit institution under a Board of Trustees in September 1968. In 1969 the name was changed, and shortened to simply New Hampshire College. In 1971 the College moved from its downtown Manchester site to a new 200 acre campus on the Merrimack River, and during 1974 the College introduced a Master of Business Administration program. In 1978 the College assumed the degree programs in Human Services originally started by Franconia College. These two programs were later organized into the Graduate School of Business and the School of Human Services. In 1988 the School of Human Services was transferred to Springfield College in Springfield, Massachusetts.

During the spring of 1981 the General Court of New Hampshire authorized New Hampshire College to award the Master of Human Services degree and the Master of Science degree in business related subjects. That same year, to accommodate the two new rapidly expanding programs, the College purchased the former Mount Saint Mary College in Hooksett, just under five miles from the South Campus.

In 1983 the College established the Culinary Institute which offers a two year degree program to prepare students who seek career opportunities in the rapidly expanding hospitality field.

The South Campus has 20 major buildings on 200 rural acres including residence halls, an administrative/classroom building containing a modern Computer Center, the Library/Resource Center with a TV Studio, a Student

Center with campus bookstore and dining commons, and an Athletic/Recreational complex with two gymnasiums, competition size swimming pool and hockey rink. There are also a number of athletic fields and lighted tennis courts.

The north campus, located in Hooksett along the Daniel Webster Highway, features eleven buildings on more than 500 wooded acres. There are residence halls, faculty and administrative offices, classrooms, meeting and recreational facilities and three theatres with stages. The principal administrative offices of the Graduate School of Business, the Community Economic Development Program and the Culinary Institute are located on the north campus.

Over the years New Hampshire College has extended its academic programs to off-campus locations in an effort to better serve adult learners. Programs have been offered in Concord, Keene, Laconia, Manchester, Nashua, Portsmouth and Salem. Out-of-state sites include New Haven, Connecticut; Brunswick, Maine; and San Juan, Puerto Rico.

New Hampshire College now has a day college enrollment of nearly 1,500 students, 1,200 in the Graduate School of Business, and nearly 4,000 in its Continuing Education Programs. In recent years international student enrollment has enriched the cultural diversity of the College.

Today New Hampshire College offers Associate Degrees in Culinary Arts, and several business related fields. Bachelor of Science Degrees are offered in fifteen areas of study within Business Administration. Master's Degrees in Business Administration, Accounting, Business Education, Computer Information Systems and Community Economic Development meet the needs of professionals who seek career advancement. Ninety full-time faculty, supported by dedicated and experienced part-time faculty, serve the educational needs of the College's diverse student body.

## The Undergraduate School of Business

As the oldest school of New Hampshire College, the Undergraduate School of Business continues a long tradition of educating students in the fundamentals of business management, offering a variety of concentrations applicable to the demands of an increasingly technical world. Complementing preparation for a business career are a number of liberal arts courses to assist with development of a well-rounded sense of humanism.

### Bachelor of Science Degree Programs

The School of Business, under the leadership of its faculty and Dean prepare its students for careers in business

by offering the following sixteen major courses of study leading to the Bachelor of Science degree:

- Accounting
- Business Administration
- Business Communications
- Business Teacher Education
- Business Studies
- Computer Information Systems
- Economics/Finance
- Hotel/Restaurant Management
- Management Advisory Services
- Management Information Systems
- Marketing
- Retailing
- Technical Management

### Associate of Science Degrees in:

- Accounting
- Business Administration
- Culinary Arts
- Electronic Data Processing
- Fashion Merchandising
- General Studies

## The Culinary Institute

Established in 1983 on the North Campus, The Culinary Institute is the newest of New Hampshire College's degree programs. The institute's inception is a result of the college's commitment to meet newly-defined consumer and student needs in the New Hampshire area as well as the adjacent tourist locale. Students are prepared to meet the challenge of careers in the foodservice industry.

The two-year program, which awards the degree of Associate of Applied Science in Culinary Arts, is designed to combine academic knowledge with "Real World Experience." Students learn and then practice in: basic and advanced skills in food preparation and service; book-keeping and effective cost control; menu planning; and layout and work flow of kitchens and professional equipment found in the food service industry.

## The Graduate School of Business

Inaugurated in 1974, and established as a separate Graduate School in 1981, the college's graduate programs in business have grown steadily both in size and stature. Its basic orientation of combining both concept and practice have enabled it to develop programs of study that reflect the changing and emerging needs of contemporary businesses, both on a domestic and international scale.

With more than 1700 students, the Graduate School of Business offers the following degree programs:

### Master of Business Administration (MBA)

- Basic program in Administration
- Administration plus Advanced Certificate in:
  - Accounting
  - Computer Information Systems
  - International Business
  - Finance
  - Marketing
  - Personnel Administration/Industrial Relations

### Master of Science (MS)

- Accounting-preparation for qualification as a Certified Public Accountant
- Computer Information Systems
- Business Education

All programs of the Graduate School of Business are designed:

- To promote students' understanding of: organizations, environments and their interaction.
- To help students to model and simulate: organizations, environments and their interaction, and
- To enhance students' skills in directing and administering the affairs of organizations, based on these abilities.

The alumni of the programs offered through the Graduate School of Business offer students a substantial breadth of contacts in the business community, which itself provides exceptional resources for research, internship and post-graduate employment.

## Community Economic Development

The Community Economic Development programs were created to provide specific technical skills in finance, management, legal structures, organizational systems, housing development, business development, cooperatives and land use for people working with community-based agencies and for groups representing the interests of low-income people in urban and rural settings.

The CED Program views community development as a strategy for addressing economic problems in communities and societies faced with "changing business, social and personal needs". Such development calls for social and economic activities and programs which promote total community benefit rather than individual financial gain. The program promotes community development efforts through:

1. creating a network of technically competent, socially aware and politically sensitive graduates who share a common vision of community-based development strategies; and,
2. providing quality technical support to this network and to other organizations and agencies working on community development issues in the region, the country and the world.

## A Teaching Institution

For all its apparent diversity and educational pluralism, a single, strong and unbroken theme runs throughout the entire College, linking its Schools, institutes and programs: New Hampshire College is first and foremost an institution committed to teaching.

At New Hampshire College, the student and the students' needs to learn, to grow, and to experience that exhilarating sense of competence and commitment that always accompany mastery are the foundations upon which the educational adventure is based and assumes its meaning. This reality, above all others, is what the College is all about — and it is this reality which has enabled the College to self-consciously define itself as an educational community in which creative teaching is the most important and wondrous of all activities.

As a teaching institution, New Hampshire College takes seriously the fact that not only do we learn in different ways, but that learning occurs both in and outside of the classroom, and can only take place if an individual successfully integrates the intellectual, social and emotional aspects of his or her development.

## Academic Support Services and Student Affairs

Recognizing that effective teaching and personal development go hand-in-hand, the college is committed to the inclusion of academic support services and student affairs as an integral part of the life of the community.

To assist in the maturity, development and academic success of its students, New Hampshire College has established resources and services to add to the learning environment and assist students to enlarge their educational horizons.

**New Hampshire College academic support services include:**

- Harry A.B. and Gertrude C. Shapiro Library
- The Learning Center
- New Hampshire College Computer Center
- The American Language and Culture Center

**New Hampshire College student affairs services include:**

- A Philosophy of Development
- Orientation
- Athletics and Athletic Facilities
- Career Development Center
- Counseling
- Center for International Exchange
- Residence Life
- Health Center
- Student Organizations and Publications
- Fraternities and Sororities

In the final analysis, an institution committed to teaching is an institution that does not waiver from its goal of struggling to create a learning environment worthy of all those who become a part of it. At New Hampshire College this struggle is both conscious in nature and ongoing in character. It is a continual process, a process through which New Hampshire College reaffirms its commitment to:

- Academic Excellence
- Professional Credibility
- Social Responsibility

## Commitment to Intercultural and International Education

The world as we know it has become a "global village." We live in a time when events often transcend national boundaries, and our thinking, both as professionals and as human beings must now take very seriously the fact that we all are seeking a sense of meaning and relatedness in an increasingly interdependent world. Whether we know it or not, we have become "citizens of the world," people whose careers will both impact, and be impacted upon by countries and cultures beyond our national borders.

New Hampshire College, both as part of its mission and as a conscious educational decision, has chosen to embrace the full meaning and potential of preparing its students to live in an increasingly complex world of competing beliefs, ideologies and values. Toward this end, it has positioned itself as an institution in the forefront of educational efforts aimed at increasing the exchange of ideas and experiences between the United States and other nations around the world.

New Hampshire College is presently the host institution for students from almost 40 different countries. From Malaysia to Nigeria, from Holland to Venezuela, from Ghana to Japan, our student body is a reflection of our world as it is, and as it is becoming. The presence of these students, coupled with our American students, has created a climate of growth and change. The benefits of international and intercultural exchange do not show up in grades or grade point averages; they manifest themselves in the maturity and wisdom we develop as a consequence of learning about and sharing ourselves with people from other cultures.

New Hampshire College's commitment to this form of educational pluralism is symbolized by the creation, in 1981, of the American Language and Culture Center (ALCC), and the establishment, in 1983, of the Center for International Exchange (CIE).

The American Language and Culture Center is designed to assist international students achieve English proficiency

at levels appropriate for admission to the various degree granting programs offered by the college. In addition, it provides students with the experience, exposure and information necessary to adjust to a new and often different environment.

The Center for International Studies was created to explore the broader educational and social opportunities inherent in a serious and self-conscious commitment to developing innovative and progressive programs of intercultural sharing. The Center also provides a variety of support services for International students.

New Hampshire College, in its educational philosophy, is responsive to the needs and aspirations of all its students. Our goal is to prepare students to achieve their full professional and human potential in a world that is changing and becoming increasingly interdependent. Toward this end, the college will continue to support and recognize those within its community whose efforts and actions are consistent with this institutional goal.





# Academic Support Services

## Harry A.B. and Gertrude C. Shapiro Library

Located on the south campus, the Harry A.B. and Gertrude C. Shapiro Library serves as an information resource center for the students, faculty, and staff of New Hampshire College. The constantly expanding collection contains approximately 78,000 volumes, 900 magazines and journals, and 100,000 company financial and annual reports on microfiche. The library subscribes to various business, computer, tax and financial services, is a U.S. and state document depository, and has access to computerized information services. The Shapiro Library also supports New Hampshire College centers in San Juan and Roosevelt Roads, Puerto Rico and Brunswick, ME., and works with public and academic libraries to provide services to NHC students and faculty. Collection development is aimed at meeting the research needs of undergraduate and graduate level students. Several conference rooms are available for group study projects. Librarians provide reference assistance and instruction in the use of library resources.

The Shapiro Library exists to strengthen and enhance the education of all New Hampshire College students by teaching them to learn independently, by providing opportunities to increase the depth and scope of their research and by aiding them in effectively using available information to make informed judgments and decisions. The library staff recognizes the differences and similarities among its various users and responds appropriately to the diverse needs of each. The library aims to have all New Hampshire College graduates familiar with basic information sources appropriate to their academic areas. (To achieve this goal, the library's policies and procedures are designed to meet the needs of the academic community, based on its assessment of student and faculty needs, and on its work with students, faculty and administration.)

The library features an art gallery which offers exhibits of New England Artists. A separate, but functionally integrated, wing of the library contains the Audio Visual Center and a 150 seat studio. The center includes a listening room where its library of records, cassettes, film and video programs can be reviewed by students and faculty. A wide range of A/V equipment is circulated from the center for classroom instruction. Original transparencies and slide video programs are produced by students and faculty with assistance from audio visual personnel. The studio is the broadcast point for Channel 13, the College's closed circuit television system.

## The Learning Center

New Hampshire College recognizes its responsibility and commitment to the academic success of all students who

enroll in its programs. The College acknowledges that success in academic matters is the result of joint partnership between students and teachers. Students who are willing to learn will find the learning center a valuable part of that teaching-learning partnership.

The purpose of the Learning Center is to offer whatever academic assistance is needed by individual students to attain academic success.

### The Learning Center offers:

- study skills instruction
- academic counseling
- individual tutoring
- supplemental workshops in various academic subjects
- study labs for various courses
- a developmental reading program
- writing assistance

Learning Center services are available to all enrolled students, on a voluntary basis. Students who want to achieve better academic results are welcome to discuss their needs with any of the Learning Center staff.

The Learning Center also conducts the Freshman Entrance Program. This college preparatory program is offered during the summer and is designed to help new students enter the freshman year with strong academic skills. Application for this program is through the admission office of the undergraduate school.



## New Hampshire College Computer Center

New Hampshire College is served by an up-to-date computer center which is continually expanding and evolving to meet the diverse educational and administrative needs of the College and its satellite centers.

At the North Campus, a cluster of remote terminals in Alumni Hall connects the school on-line with the South Campus Computer Center's IBM 4381 and IBM 4341. In addition, the North Campus Computer Center utilizes a Digital VAX II.

The center is administered and operated by professional staff members who are assisted by student consultants involved in a variety of projects. Microcomputing and word processing facilities in Alumni Hall are also accessible for student use in graduate work and research.

New Hampshire College's Computer Center supports a variety of business software languages including BASIC, COBOL, FORTRAN, PASCAL and the integrated academic operating system, MUSIC. Statistical and analytical packages such as SPSS and SAS, and simulation and modeling software, including GPSS and DYNAMO, are also accessible, along with specialized programs in marketing, production, accounting and other disciplines.

## The American Language and Culture Center

The American Language and Culture Center offers seven and 14 week terms of intensive English language instruction and culture study from Sept. through July. Its goals are to equip international students with the language and culture skills that will enable them to successfully enter and complete academic programs at New Hampshire College or other colleges and universities in the United States.

A variety of proven instructional methods are used to meet individual needs and instructional goals. An essential aspect of ALCC's program is its content-based curriculum. Carefully coordinated skill areas of listening, reading, writing, speaking and structure focus around topics of general interest; business communications, tourism, hotel management, marketing, music, art and drama. In addition, frequent field trips and access to community resources address academic, career, and personal development needs. The ALCC staff believes that the uniqueness of its program lies in the emphasis on intense teacher/student relationships and structured interaction with the business and professional men and women who live and work in the Manchester community.

Small class sizes (limited to 12 students) and levels ensure individualized learning; low intermediate to advanced students cooperate in peer tutoring, counseling, and in multi-level group work. Video programming and activities are an integral part of the program. Specially trained and

experienced instructors guide each student through a progression of linguistic and analytical activities. Advanced students are offered courses in computer literacy and English for business studies. TOEFL preparation classes are offered at frequent intervals throughout the year.

The American Language and Culture Center also offers transitional programs in the Undergraduate and Graduate Schools of Business at New Hampshire College. Students qualifying for these programs engage in a language course combined with two courses chosen from the core curriculum of New Hampshire College or from the curriculum of their intended fields of specialization.

The July program is a short term (five week) intensive English language and culture program which enables potential students to adjust to American life and the college environment before pursuing studies at the undergraduate or graduate levels in the United States. Students who enter the July program are able to review English language skills, assess English language needs, become acquainted with New Hampshire College, and the small but beautiful state of New Hampshire.

### Curriculum

The English as a Second Language program is a full-time program with a minimum of 23 hours of language instruction and language guidance. Students are tested and assigned to low intermediate, intermediate, and advanced level classes. At the end of each term, students are given the TOEFL exam among other tests and are evaluated as to their progress.

Advanced level students are encouraged to take courses for degree credit in the evening division of New Hampshire College.

### ALCC Skill Sections

#### Listening Comprehension

This section develops basic skills in discriminative listening. Through carefully structured practice, students improve their ability to extract meaning from spoken English sentences. They learn to pay attention to grammatical relationships within the flow of natural spoken English.

#### Reading and Writing

The reading and writing sections address the outstanding difficulties pre-university and college ESL students generally experience when reading unsimplified material for information. As much as possible, real life reading materials are used at all levels. Emphasis is placed on context reading and word analysis. Punctuation is studied in order to interpret complex sentences accurately. Scanning and skimming practice is developed as a reading skill.

In the writing segment, students learn how to analyze and organize thoughts and information, to outline, and to paragraph. They also learn descriptive writing, to make and support points, to compare and contrast, and to show causal relationships.

## English Structure and Grammar

This section is devoted to the development of skills in English grammar usage. Forms, meaning and usage levels (from colloquial to very formal) of basic structures are presented. Students practice a wide variety of oral and written exercises, ranging from simple manipulation to situational and idiomatic usage. The contents of the exercises are of interest to adult students. Material focuses on business, current events, or human relations. Emphasis is placed on coping skills for lower level students.

## Culture Studies

Another aspect of the ESL program is concerned with culture studies. This segment focuses on cross-cultural awareness and sensitivity while giving students an opportunity to use the target language and develop new vocabulary. In addition to the structured cross-cultural activities, study skills are reviewed and students are introduced to libraries and research skills and to student roles in American colleges and universities.

## Business English

This course is designed by individual teachers and is dependent on the interests and level of the group. Since New Hampshire College students are required to study Computer Information Systems 100, our Business English course for advanced ESL students includes a section on the language of computer science. Students assigned to the Business English class have unlimited access to IBM computers in a well equipped computer lab. At the lowest level, students study life skills problems such as banking language, credit language, health and safety and consumer economics.

## Admission Procedures

Admission is open to anyone who has completed secondary school. Applicants must complete an application and give evidence of financial support. Admission to the American Language and Culture Center does not constitute admission to a degree program at New Hampshire College.

## Program Calendar

The American Language and Culture Center terms are one semester in duration with a one week break in the middle. New terms start approximately every other month or six times per year. No classes are held during August and the center reopens September 2.

## Entry dates:

September 7, 1988  
October 31, 1988  
January 17, 1989  
March 20, 1989  
May 16, 1989

June 26, 1989 (six week term)  
September 6, 1989  
October 30, 1989

Note: Students should plan to arrive several days before the first class for orientation and placement testing.

## ALCC Fees (14 week term):

Tuition	US \$2520.00
Room/Board	2380.00
Damage Deposit	100.00
Health Insurance	198.00

## Term Requirements

It is impossible to predict how many terms a student will need to acquire fluency, to meet the English proficiency requirements of NHC or to pass the TOEFL exam. Students with minimal English skills should recognize that it may require up to a year or more to undertake a full-time degree program.



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# The Division of Student Affairs

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## Student Affairs Philosophy

The Division of Student Affairs is committed to a developmental model of student growth. Since students are growing beings whose needs, objectives and goals vary individually, it is incumbent upon the college to assist each student with the maximum opportunity for growth within the mission of the college. It is a responsibility of the department to aid students in becoming whole and complex persons.

Areas of development about which the staff is especially concerned include courtesy, respect for others, appropriate behavior, leadership, career planning, values, responsible drinking, academic achievement, critical thinking, good health, preventive medicine, competitive sports, lifetime recreation, the ability to deal with anxiety, and social and cultural awareness.

The Division of Student Affairs seeks to assist all students at New Hampshire College in solving both academic and nonacademic problems. Its programs are geared towards a successful experience for each student. Students Affairs at NHC includes athletic facilities management, health services, residence life, domestic and foreign internships, career development center, intercollegiate athletics, recreational and intramural sports, public safety, center for international exchange, counseling, student activities, veterans services and campus ministry.

## Orientation

Prior to matriculation all new students are required to attend a three-day orientation program which introduces them to the academic and social life of the college. During this period students have the assistance of the Student Affairs staff, members of the faculty and administration, and upperclass students to guide them through registration, course selection, and social activities.

## Athletics

New Hampshire College supports an active athletic program as an integral part of the educational process. Both intercollegiate and intramural competition are offered to men and women of the college community. On the intercollegiate level, men's teams are fielded in baseball, basketball, ice hockey, lacrosse, soccer and tennis. Women's teams include basketball, soccer, softball, tennis and volleyball. The athletic department also sponsors the cheerleading squad. New Hampshire College is a member of the National Collegiate Athletic Association, the Eastern College Athletic Conference, and the New England Collegiate Conference.

The college sponsors a varied intramural program aimed at active student involvement in sports. Men's intramural sports are flag football, basketball, ice hockey, broom hockey, and racquetball. Women's intramurals include indoor soccer, basketball, racquetball, and broom hockey. Softball, tennis and volleyball are coeducational offerings.

Recreational courses available at New Hampshire College include aerobic exercise, SCUBA diving, Nautilus training, advanced life saving and water safety instruction (W.S.I.). Cross-country skis, ice skates and snowshoes are available for all students.

## Athletic Facilities

The college has two gymnasiums (one has a wooden floor with a seating capacity of 2,500; one has a synthetic surface with a seating capacity of 1,000 and a stage to accommodate a variety of college activities), a 25-meter six-lane competition swimming pool with a 200-seat viewing gallery, two racquetball courts, a Nautilus weight room equipped with 13 Nautilus machines, a mirrored exercise/dance room, a training room, an equipment room, several locker rooms, team rooms and meeting rooms. Outdoor facilities include a 200' x 85' lighted artificially-refrigerated ice hockey rink, four lighted tennis courts, two baseball diamonds, a softball diamond, a varsity game field and several practice fields. In addition, cross-country ski trails and nature trails have been cut on both campuses.

## Career Development Center

The Career Development Center is responsible for promoting services aimed at assisting students in personal growth and career planning throughout their college careers. Workshops and individual advising, as well as assistance in resume writing and placement preparation, are available to all students.

Internships and Cooperative Education options that integrate classroom study with related on-the-job experience offer experience in the business community while earning credits toward a degree. These experiences bridge the gap between textbook theory and the actual practices of the working society and allow students to apply classroom knowledge to real employment situations, thus building confidence for future employment. Career choices can be tested early and realistically through the cooperative education and internship programs.

The college maintains a working relationship with current and potential employers, both within New Hampshire and the United States. Students are also encouraged to develop business contacts that will assist them and the college in developing new opportunities.

## Internship/Cooperative Education

Recognizing that learning and education do not take place in the classroom alone, the NHC programs incorporate what the student learns in the classroom with practical work experience. Through participation in these programs, students work in the business community, receive credit for the experience and in most cases are provided with a short term income. Some excellent internships are unpaid.

## Cooperative Education

Students in the Hotel/Restaurant Management major may elect to enroll in the Coop Ed Program after completion of their first semester. These students will work in their career field for three consecutive summers starting at the end of the freshman year. Thus, in four years they will have had eight semesters in school and three in the field. Credits will be awarded by their academic department each fall after completion of a seminar during the fall semester. (Nine credits total)

## Domestic Internships

Most majors offer an opportunity for an internship experience. Depending on the program of study, a student may receive from three to twelve credits for a work place learning experience. Participants must be in good academic standing and receive approval from the department chairperson and the Career Development Center before acceptance into the program. All candidates are also interviewed and screened by the prospective employer who makes the actual selection of the intern.

As with regular classroom credits, students will be assessed the standard tuition charge for credits received during internships.

## Foreign Internships

The foreign internship option offers students in the following disciplines — management, economics/finance, marketing, retailing, and hotel/restaurant management — the opportunity to spend either a full semester or the summer term working for 12 credits in Canada, England or Bermuda. Canadian or English internships may also be available in CIS/MAS, accounting and fashion merchandising. Limited work stations also exist in Europe and Australia.

## Career Planning And Placement

Career planning and placement activities promote programs and services aimed at assisting students in all phases of career planning, such as interviewing, evaluation of choices, professional attitudes, and career awareness. Traditional job-seeking assistance is offered, and contacts are made with representatives of business, government, and industry to recruit on and off campus. Career objectives and values as related to personal goals and lifestyles are challenged. An on-premise Career Library contains

material on career trends, job hunting techniques, employment opportunities, “how to” books and directories as well as a computerized employer data bank.

## Counseling Services

Personal and emotional problems often interfere with effective learning and living. Moreover, a student with many strengths and abilities may still experience serious difficulties in areas that can be effectively resolved through counseling.

Some examples of such difficulties might be problems in interpersonal relationships, depression, loneliness, sexual concerns, poor grades, substance abuse, or conflicts with one's family and others.

Personal concerns of any type may be discussed privately with a professional counselor. Counseling sessions are confidential.

## Center for International Exchange

The Center for International Exchange (CIE) has three major functions:

1. to provide services, assistance, information and support to over 500 international students;
2. to assist American students, staff and others interested in travel, study, or work abroad;
3. to promote intercultural exchange on campus and in the community.

The Center for International Exchange assists with immigration regulations and federal laws; such as extensions of stay, travel documents, change of visa status, authorized employment, practical training, social security regulations and income tax laws.

CIE works with U.S. government agencies, embassies, consulates, and various home-country and agency sponsors. Financial assistance is offered with Foreign Exchange Permits, enrollment letters, banking information, and emergency aid.

As a department of Student Affairs, CIE serves the needs of a culturally diverse population. The Center is the focal point for intercultural events such as New Hampshire International Student Week in February, the Annual Cultures Around the World Exhibit, International Bazaar in the fall and an International Film Festival.

The Center provides such special services as orientation programs, visa information, a study/travel/work abroad library, International ID cards, overseas telephone service, and vacation and travel information and advising.

CIE also serves as liaison with the greater Manchester community through media coverage, country presentations, student speakers, a host program, workshops and activities.

A monthly newsletter is distributed on campus and in the community.

The Center for International Exchange is located at Belknap House on the South Campus.

## Office of Residence Life

College housing is available on both the south and north campuses. On the south campus, facilities include dormitories, townhouses, and apartments. Dormitories consist mainly of double rooms in suite arrangements with capacities of 12-24 students. Students in dormitories share common bath and lounge facilities. Townhouses and apartments consist of four- and six-person accommodations; students share a common kitchen, living room and bath.

All dormitory rooms are furnished with desks, chairs, beds, drapes and wardrobes. Townhouses and apartments are furnished with desks, chairs, beds, drapes, wardrobes, living room and kitchen furniture, as well as a stove and refrigerator. Students must provide their own pots, pans, and glasses; the college provides plates, cereal and dessert dishes, cups and saucers, knives, forks, and spoons. Juniors and seniors usually reside in the apartments and townhouses; freshmen and sophomores are usually assigned to dormitories.

Housing at the north campus consists of dormitory accommodations. Students reside in single, double and a few triple rooms that are furnished with a desk, chair, bed and dresser for each occupant. The residents share a common lounge and bath facilities.

The college requires students in the Undergraduate School of Business, the Culinary Institute, and ESL to reside in college housing for a minimum of two of their school's semesters or terms, exclusive of summer sessions. Married students and students living with a parent or legal guardian are exempt from this policy. Graduate School students are not required to reside in college housing, however if they do select housing they are committed for a minimum of two terms.

Being admitted to the college offers housing to a student; it does so for one academic year — not until the student graduates.

If accommodations are not available and students are granted permission to live off campus. This permission is only temporary, as students may be recalled to campus the following semester if space is available. Recalls will be based upon relative senior standing on a lottery basis in the following order: (1) freshman, (2) sophomores, (3) juniors, and (4) seniors. Because of this recall system, students are asked not to make long-term commitments for off-campus accommodations.

Freshmen resident students and any other students living in dormitories are required to be on the college's meal plan. Specific questions regarding the meal plan should be directed to the Director of Food Services. Questions relating to the residence program should be directed to the Director of Residence Life.

### Resident Assistants

Adjusting to college living is not always an easy experience. Realizing this, the college has staffed its living centers with resident assistants. They are upperclass

students who are selected and trained to be of assistance to resident students. Their responsibility is to promote the well-being of students by providing a positive living experience. They do this by advising, making appropriate referrals, and assisting students in various other ways. Students are encouraged to acquaint themselves with their resident assistant and to ask them any questions they have. Questions concerning the resident assistant program should be directed to the Associate Director of Residence Life.

## Health Center

During the academic year, the Health Center is open Monday through Friday. The staff includes a registered nurse and a licensed practical nurse. The college physician is available by appointment.

Outpatient services available to students include treatment of common and acute health problems, diet counseling, pregnancy counseling, first-aid treatment, as well as management of common controlled chronic problems. Students may stay at the Health Center, on the south campus, for limited nursing care. If further care is needed, they may be admitted to a local hospital at the physician's recommendation. All full-time day students are required to have a Health History and Physical Exam on file in the Health Center prior to their registration and will not be treated without proper records.

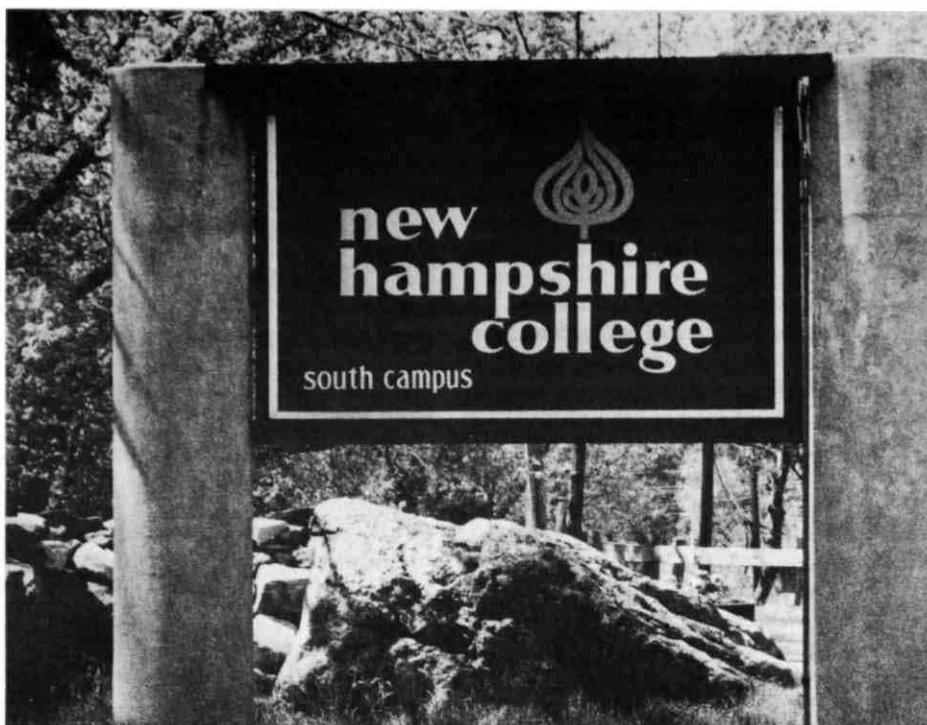
## Public Safety

The Office of Public Safety is responsible for the safety of the New Hampshire College community — students, staff and bona fide visitors — as well as the security of college property. A complex dual role results — one of service as well as one of enforcing college regulations.

Safety and security are everyone's responsibility. A college community is made far safer when its residents are willing to cooperate with one another and with the public safety office.

## Campus Ministry

At New Hampshire College the Campus Ministry Program strives to contribute to the college's goal of fostering the personal growth and development of students by addressing and responding to their religious needs and concerns. Through "Encounter Weekends," peer ministry, support groups, and religious services during the year, Campus Ministry provides students of all faiths with many opportunities to come together, share, and experience God in their lives. In a loving and caring way, Campus Ministry also offers students an opportunity for confidential, personal counseling and spiritual direction.



## Student Activities

The Student Activities Office provides programs and activities which enhance the college experience. These experiences include social, cultural and educational programs developed, planned and implemented by the Student Activities Office as well as the many clubs and organizations which the professional staff advises. The Department also provides leadership training to the campus leaders through both the yearly leadership retreat and on-going leadership in-service programs.

## Student Organizations

### Student Government Association

Undergraduate student government at the college is the responsibility of the Student Government Association (SGA) which is composed of elected congresspersons. Representatives from the various clubs and organizations and the officers are elected at large. The SGA administers the student activities fund, sponsors the major social activities on campus, involves students in the affairs of the college and generally looks after the interest of all students.

Through appointments to various academic committees, the Student Life Advisory Committee, and the Student/Staff Disciplinary Review Board, students are given a voice in the running of New Hampshire College.

The Graduate Student Association, organized in 1982, serves as a focus for social functions and other activities

of special interest to graduate students, especially those enrolled in the full-time day programs.

### The Culinary Government Association

The Culinary Government Association (CGA) was formed in 1985 to voice student concerns through appropriate channels at the college. In addition, the Culinary Government Association provides numerous activities for the students.

### Fraternities and Sororities

Through membership in social fraternities and sororities, students often make life-long friendships based upon mutuality of interest and experience. Chartered and listed in the order of their establishment at New Hampshire College are Phi Delta Psi fraternity; Kappa Delta Phi fraternity, Chi Chapter; Kappa Chi sorority; Phi Omega Psi sorority; Kappa Sigma fraternity; Lambda Mu Chapter; Alpha Phi Fraternity, Zeta Lambda Chapter; and Phi Delta Theta.

### Special Interest Fraternities

Delta Mu Delta, the National Academic Honor Fraternity, and Pi Omega Pi, the National Business Education Honorary Fraternity, have chapters at New Hampshire College.

## **The Intrafraternal Council**

IFC is a coordinating board for the fraternal system at New Hampshire College. Its purpose is to establish pledging procedures, to review applications of new fraternities and sororities, and to discuss any problems which may exist among the various fraternal groups.

## **Future Secretaries Association**

The objectives of the FSA are to stimulate interest in the secretarial profession, develop a better understanding of secretarial responsibilities, and provide the basics necessary for the preparation of future professional secretaries.

To be eligible for membership, a student should be enrolled in the secretarial course of study and must maintain a 2.00 average.

The FSA is sponsored by the Profile Chapter of the National Secretaries Association (International).

## **The Student/Alumni Relations Council (S.A.R.C.)**

The Student/Alumni Relations Council is a dynamic organization that will represent the commitment of the student to New Hampshire College. As a member of S.A.R.C., the opportunities to use your creative, organizational, and leadership skills are limitless. Membership is open to all.

## **Special Events Committee**

This group plans and presents the Fall, Winter, and Spring Weekend festivals and concerts. Careful planning and hard work by the members have delighted students with a multitude of varied, large scale productions and events. Membership is open to all.

## **Marketing Club**

The New Hampshire College Collegiate Chapter is an affiliate of the American Marketing Association. One of its many purposes is to encourage and uphold sound, honest practices, and to keep marketing work on a high ethical plane.

## **Spectrum Committee**

The Spectrum Committee is sponsored by the college. The purpose of the committee is to introduce educational and cultural speakers, films, and programs to the student body and the community. Membership is open to all members of the college.

## **WNHC Radio Station**

WNCH, the college radio station, is owned and funded by the Student Government Association. It is completely student-operated. Its purposes are to help bridge the communication gap on campus and to provide students with a variety of music as well as reports on the news.

## **Jewish Student Association (JSA)**

The Jewish Student Association (JSA) exists to unite Jewish students on campus, to establish relations with the surrounding community, and to provide individuals with an opportunity to meet and discuss current issues and concerns. As a religious organization JSA works in close collaboration with the Catholic Student Association (CSA) and the Protestant Student Association (PSA) in conducting various programs and activities throughout the year. Finally, JSA provides information to students on celebrating the Sabbath and Festival Services in the local community.

## **Catholic Student Association (CSA)**

The Catholic Student Association (CSA) strives to build and foster a community of caring people dedicated to Christian living and fellowship based on the "Good News" and life of Jesus Christ. As a student organization CSA offers individuals an opportunity to come together, to share, and to experience God's presence in an honest, meaningful, and dynamic way. Through various socials, programs, and activities, members of CSA strive to celebrating life by giving witness to Christian values, love, worship, and service to others as prayerful, caring, and compassionate people.

## **Protestant Student Association (PSA)**

The Protestant Student Association (PSA) offers students of all denominations the opportunity to experience Christian fellowship with others. In a friendly and caring atmosphere, individuals can grow and develop, explore the meaning of faith in their lives, and experience the joys and happiness of what it means to be dedicated Christians.

PSA likewise provides, in conjunction with the Catholic Student Association (CSA), stimulating programs, "Encounter Weekends", opportunities to reach out and help others, as well as times to just relax, have fun, and enjoy each other's company.

## **Organization of International Students (O.I.S.)**

This organization brings together the special needs of international exchange students within our campus community. They host numerous activities, among which are international discussion groups, parties, and cultural festivals.

## **Outing Club**

The Outing Club is one of our fastest growing organizations. It promotes many trips and functions such as canoeing, mountain climbing, camping, skiing, and an entire array of nature-oriented activities.

## Programming Board

The Programming Board is a student organization that provides the New Hampshire College community with quality educational, cultural and just plain fun activities and programs. Over the past year, the Programming Board sponsored such diverse events as the Spring Weekend Carnival, a Rock Video Dance party and brought Saturday Night Live's Father Guido Sarducci to campus. Each September the board selects new members through an informal interview process of all the interested students.

## Student Publications

The Student Handbook is published annually by the Student Affairs Division and distributed to all students at the beginning of each academic year. It should be retained by each student for reference throughout the year.

The Ledger is a bi-weekly student newspaper, published entirely by the students through SGA funding. The newspaper offers experience for writers, editors,

photographers, artists and advertising sales people on campus.

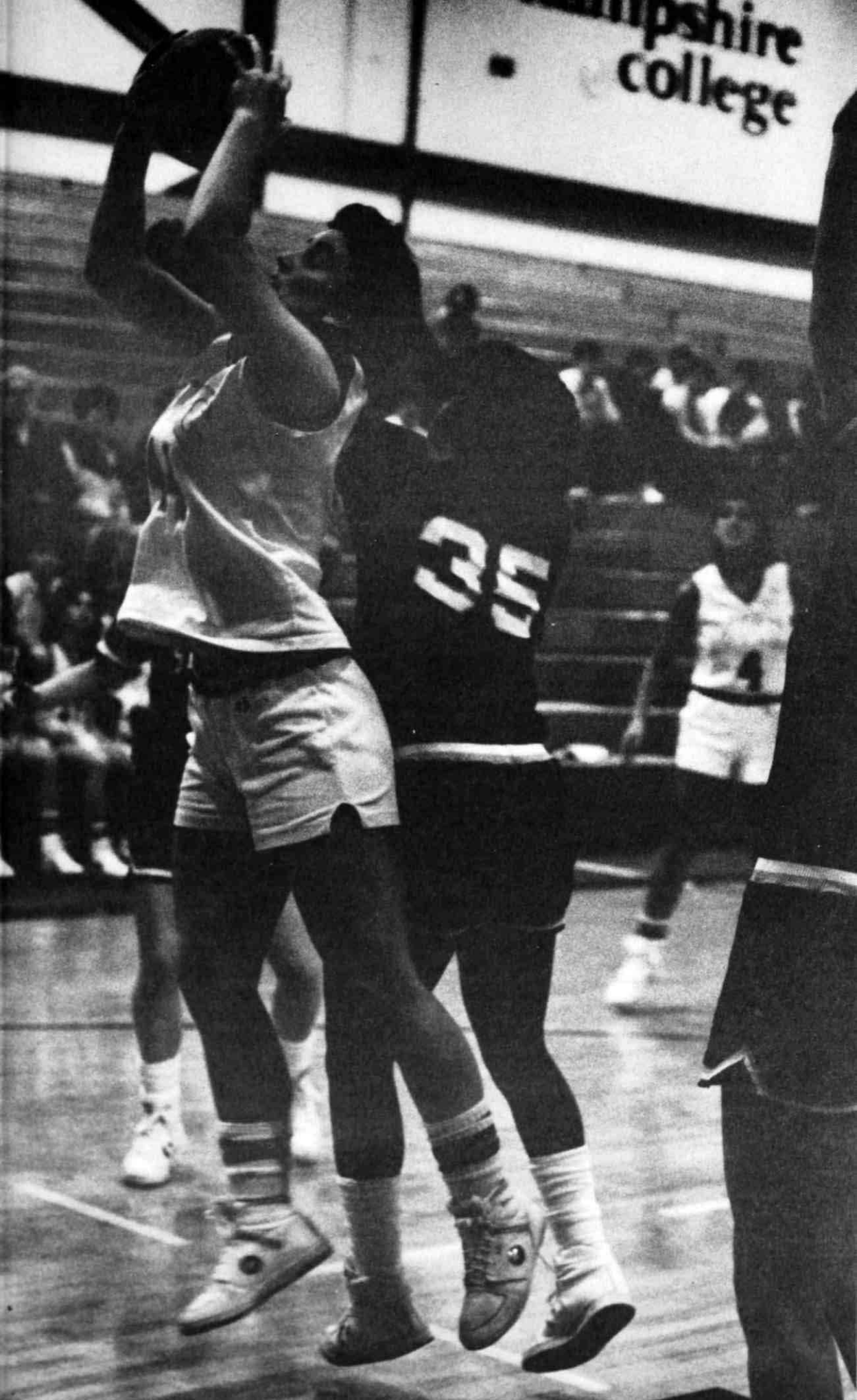
The New Hampshire College yearbook is published annually through the efforts of the student body. It serves to chronicle the college years as a remembrance for all undergraduate students.

## Summary

In the final analysis, an institution committed to teaching is an institution that does not waiver from its goal of struggling to create a learning environment worthy of all those who become a part of it. At New Hampshire College this struggle is both conscious in nature and ongoing in character. It is a continual process, a process through which New Hampshire College reaffirms its commitment to:

- Academic Excellence
- Professional Credibility
- Social Responsibility





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# Division of Continuing Education

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The purpose of the Division of Continuing Education at New Hampshire College is to make available to adults courses of study at the college level designed to improve their position in their current field of employment, or to help them acquire the skills and knowledge necessary to pursue a new career.

Through the Division of Continuing Education, New Hampshire College is able to be a school for working people. Our course selections, schedules, curricula and methods of instruction are tailored with the adult working population in mind.

Convenience and accessibility are the keys to the division's success. With eight locations in New Hampshire, Maine and Puerto Rico, we are near our students. Our class schedules which meet evenings, weekends and weekdays in some centers, are designed for working adults.

Continuing Education terms are eight weeks in length with six terms per year. A student who enrolls in two courses per term can complete an certificate program in one year, an associate degree program in two years and a bachelor degree program in just four years.

In many cases, the adult learner can receive credit for acquired skills and knowledge or previous life experience through our Advanced Placement System. This can enable the adult student to achieve a degree even more quickly.

New Hampshire College is proud of its success in Continuing Education. We have been a leader in this field and will continue to emphasize academic excellence and individual achievement.

The variety of degree programs, course offerings and schedules is too extensive to be listed here. For further information contact one of the following Continuing Education Centers:

## In New Hampshire:

Manchester Center  
2500 North River Road  
Manchester, NH 03104  
(603) 668-2211, Ext:2115

Laconia Center  
McGrath Street  
Laconia, NH 03246  
(603) 524-3527 or 524-3554

Nashua Center  
546 Amherst Street  
Nashua, NH 03063  
(603) 881-8393

Portsmouth Center  
150 Greenleaf Ave.  
Portsmouth, NH 03801  
(603) 436-2831

Salem Center  
151 Main Street  
Salem, NH 03079  
(603) 893-9600

## In Maine:

Brunswick Center  
Box 4, Naval Air Station  
Brunswick, ME 04011  
(207) 725-6486 or 729-9238

## In Puerto Rico:

San Juan Center  
Sebana Seca and Fort Buchanan Centers  
1508 Ponce de Leon Avenue  
Santurce, Puerto Rico 00909  
(809) 722-3939  
Roosevelt Roads Center  
P.O. Box 3602  
U.S. Naval Station  
Cieba, Puerto Rico 00635  
(809) 865-8598

## Advanced Placement for Life Experience

New Hampshire College recognizes that many students possess knowledge and skills that may deserve recognition through the awarding of college credits. The College has adopted an Advance Placement System which awards college credit through testing and experiential evaluations.

Credit for prior learning is awarded through a variety of methods. Credit may be received for previous formal education for courses taken at accredited institutions of higher learning or in other post secondary settings. Credit may also be awarded through examinations. New Hampshire College accepts test results from the College Level Equivalency Program (CLEP), the Proficiency Examination Program, Defense Activity for Non-Traditional Education Support, (DANTES), and High School Advanced Placement Tests. Students may also receive credit through institutional examinations administered at New Hampshire College.

In areas where there are no standardized examinations, transfer of credit or institutional course equivalents, students may apply for credit by portfolio. In this method, students work with a faculty advisor to develop a portfolio through which selected competencies are demonstrated.

For further details concerning credit for life experience contact the Office of Continuing Education.



# Undergraduate School of Business

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## Admission

### Admission Requirements

Candidates for admission to the New Hampshire College Undergraduate School of Business will be evaluated on an individual basis and are encouraged to apply as far in advance of their intended starting date as is practical. There is no application fee.

The admission decision will be based on the quality of the applicant's overall credentials and his or her potential for success in the curriculum at New Hampshire College.

The following are the factors considered in the admission decision:

- The candidate's academic success in high school
- SAT scores
- School recommendations
- Impressions formed during personal interviews
- Applicants should hold a diploma or a GED from an accredited secondary school.

**Scores:** New Hampshire College requires the Scholastic Aptitude Test scores of all freshman applicants to the Undergraduate School of Business. SAT scores should be reported to us on your high school transcripts directly by the College Board to: Code #3649, New Hampshire College, 2500 River Road, Manchester, NH 03104.

**Admissions Interviews & Campus Tours:** Although pre-admission interviews are not required, they are strongly recommended. Students and parents are encouraged to visit campus when classes are in session; however, the Admissions Office is open year-round. Tours and interviews are conducted Monday through Friday from 9:00 a.m. to 5:00 p.m. with Saturday appointments available during the academic year. Special open houses are scheduled in November and April for prospective students and parents. Appointments for interviews and campus tours may be arranged by calling 603/645-9611.

### Admission Plans

**Early Admission:** The rolling admission process begins on September 15. Candidates can usually expect notification of an admission decision within one month of receipt of complete credentials.

**Early Decision:** All applicants who have selected New Hampshire College as their first choice are encouraged to apply for early decision. Accepted applicants will receive a decision within two weeks of receipt of the completed application. Preferential treatment will be given for housing and, if needed, a complete financial aid package awarded.

Accepted early decision candidates must submit a \$500 non-refundable deposit within two weeks of acceptance.

Applicants for early decision may apply to other colleges and universities, but are expected to withdraw such applications upon acceptance by New Hampshire College.

To apply for early decision:

- 1) Submit an application for admission, high school transcript, standardized test results (Junior-year SAT's will be accepted) and recommendations (as soon as possible but no later than January 15).
- 2) Apply as a high school senior for the fall term only.
- 3) If applying for financial aid, see Early Financial Aid Option.

**Early Admission:** High school juniors who have maintained above average work in their three years of high school may apply for Early Admission. Candidates must have strong endorsement from their high school and show maturity and motivation for selecting this option. In applying for Early Admission, candidates should select the rolling admission option.

### Transfer Admission

Transfer students are accepted at New Hampshire College for the semesters starting in both September and January.

New Hampshire College recognizes the work completed at any other accredited institution and, in particular, encourages transfer applications from students already holding associate's degrees. The College's Technical Management major has been specifically designed to meet the needs of students having a technical/vocational preparation. The Business Studies degree also provides an option for transfer students who have taken a number of liberal arts courses and now desire a business degree.

Transfer applicants with an associate's degree from an accredited institution will be granted upper division status in most cases.

## Transfer Application Procedures

Please submit:

1) An Application for Admission. Forms are available from transfer counselors or directly from the college. There is no application fee.

2) High School Transcript and Recommendations. Complete the release form on the application for admission and New Hampshire College will obtain the applicant's high school records on his or her behalf. Or the high school may forward the transcript and records directly to New Hampshire College. Transfer applicants need not present SAT scores.

3) College Academic Transcripts. Transcripts from all colleges previously attended must be forwarded to the Admission Office for evaluation.

4) College Financial Aid Transcripts. Financial Aid Transcripts from all colleges previously attended regardless of whether financial aid was received must be forwarded to the Financial Aid Office.

5) Supplemental Transfer Form. This form will be forwarded to the applicant upon request for an application for admission. All courses currently in progress and those which do not appear on the applicant's transcript must be listed here. Forward the completed form to the Director of Admission.

All of the above factors will be considered in the evaluation process but emphasis will be placed on the quality of work completed in college.

**Internal Transfer:** Any student who is currently enrolled in any of the New Hampshire College programs (London Center, Continuing Education, Culinary Institute) and wishes to enroll in the Undergraduate School of Business must file an Internal Transfer Application. Students will be evaluated on their academic performance in their current program.

Being admitted to another New Hampshire College program does not guarantee acceptance to the Undergraduate School of Business, Day Division.

## Advanced Placement

Acceptable test results of the Advanced Placement Program (APP), the College Level Examination Program (CLEP), DANDES, institutional examinations, the Proficiency Examination Program (PEP), and through educational programs taken in non collegiate organizations (ACE), as well as applicable military schooling will be accepted by New Hampshire College for advanced credit.

## International Students

See the general section for application procedures.

## Scholarships and Student Assistance

New Hampshire College encourages all students to apply for financial assistance. During the 1987-1988 academic year, the Financial Aid Office processed aid in excess of \$8 million, with awards ranging from \$500 to \$12,000.

Although the primary financial responsibility for a student's education rests with the family, the College will make every effort to address the needs of applicants, within the boundaries of federal and institutional guidelines. Merit scholarships (academic and alumni) are also available for academically qualified students who have no demonstrated financial need.

Student aid programs administered by the College include federal, state and institutional funds as well as private dollars. The comprehensive, fully coordinated scholarship and assistance program includes three basic types of aid: gift, loan and work. The types of assistance may be awarded singly; but it is usually the college's policy to award them in various combinations called financial aid packages. All scholarship and assistance programs are subject to prevailing federal and state laws or regulations. Compliance is the responsibility of both the student and the aid administrators, and is a condition of the student's eligibility to receive assistance.

## Selection Criteria

New Hampshire College is a member of the College Scholarship Service Assembly (CSS) of the College Board, and utilizes the CSS method of need analysis to determine student and/or parental support levels. The CSS system uses a formula called Congressional Methodology.

For dependent students, Congressional Methodology estimates the parents' contribution toward education on the basis of the amount of parents' income and assets as well as consideration of taxes, medical expenses, and other liabilities of the family. The students' income and assets are also considered in estimating the total family resources which may be utilized to meet the students' cost of education.

For independent applicants, Congressional Methodology estimates the student or family contribution on the basis of student (or spouse's) income and assets. Taxes and other liabilities of the student (and his/her family) are taken into consideration in the formula.

The difference between a student's cost of education and the estimated family contribution, as well as support received from sources outside the College, is the student's demonstrated financial need. The Financial Aid Office will attempt to fund demonstrated need through a combination of financial aid sources available.

## Early Financial Aid Option

The Early Financial Aid Option is available to entering freshmen for the term starting in September. Under

this option, a student seeking financial assistance may obtain priority consideration for aid if he or she meets the eligibility requirements:

1. Complete the New Hampshire College Financial Aid Application (1989-1990)
2. Complete the special Early Version Financial Aid Form (Early FAF), 1989-1990 (Make one photocopy of the Early FAF for use in 4).
3. Submit the completed NHC Financial Aid Application and the original of the completed Early FAF to the Financial Aid Office on the same date you submit your admission application, if possible.
4. Retain the photocopy of the completed Early FAF for assistance in the completion of the regular FAF. (See special note below.)

Early Financial Aid Option candidates who have met the eligibility requirements will be notified when accepted for admission. Candidates offered assistance **MUST** respond by: 1) submitting the required deposits, and 2) accepting the award offer within two (2) weeks of notification.

*Special Note:* On November 1st or shortly thereafter, the regular Financial Aid Form (FAF) for the school year 1989-1990 will be available through the high school guidance offices. The FAF must also be completed and forwarded to the College Scholarship Service (CSS) after January 1, 1989 with the required fee. The NHC code number is 3649. It is advisable for the applicant to retain a copy of the completed FAF for his/her records.

Parents (of dependent students) should submit a copy of their 1988 tax return (1040 or 1040A) as soon as it is available in the spring.

### **The Application Process, Rolling Financial Aid and Priority Dates**

Students who wish to apply for financial aid should submit: 1) a New Hampshire College Financial Aid Application; and 2) the College Scholarship Service's Financial Aid Form (FAF). New Hampshire College makes its determination on an annual basis and awards are for the academic year, which includes terms starting on or after the next July 1st.

Complete applications (FAF and NHC received in the Financial Aid Office) will be considered on a rolling basis whereby the application is processed as soon as it is received, assuming that all Admission criteria have been met. Priority will be given to completed applications received by: March 15 for freshmen, transfer students and readmitted students; April 15 for returning upperclass students. Applications received after those dates will be considered when available funds permit.

Applicants selected for verification by the federal government will not be considered until all documentation, including income tax returns is received in the Financial Aid Office.

The New Hampshire College Financial Aid Application form may be obtained from either the Admission Office or the Financial Aid Office at New Hampshire College. The form should be completed and returned to the NHC Financial Aid Office.

The CSS Financial Aid Form (FAF) may be obtained from either the Admission office or the Financial Aid Office at the College, from your high school or college guidance office, or from CSS by writing to the College Scholarship Service, Box 2700, Princeton, New Jersey, 08540. The FAF should be completed carefully and accurately. All items must be answered. If no figure is to be entered, please do not leave the space blank, enter a zero (0) or draw a line through the space. A properly completed form must be submitted through the College Scholarship Service. You should indicate that you want a copy of your FAF and Need Analysis Report forwarded to New Hampshire College, code #3649.

Normal processing time for your FAF at CSS is about four weeks. Please keep this time frame in mind in relationship to the priority dates. Applicants who have attended another postsecondary institution must have a Financial Aid Transcript (FAT) completed by the Financial Aid Office at each school he/she previously attended. The complete FAT must be sent directly to the NHC Financial Aid Office from the other school. Federal financial aid cannot be distributed to a student until appropriate FAT's have been received.

All information submitted in support of an applicant's aid request is held in strict confidence by the college. The data, however, is subject to verification through the Internal Revenue Service. The college reserves the right and recognizes the responsibility to cancel awards and rebill the student and/or parents in cases where awards were authorized on the basis of incorrect information.

### **Satisfactory Academic Progress for Financial Aid Eligibility**

Below is an outline of the criteria used to determine the continuing eligibility of a student for financial aid.

**Quantitative Measure:** A student must successfully complete at least 75 percent of all credits attempted, including noncredit remedial courses (to a maximum of 175 semester hours credit less total credits accepted for transfer from other institutions) at NHC during the student's cumulative period of enrollment. Credits attempted are those for which the student is enrolled as of the end of the add/drop registration period. Successful completion is defined as the assignment of a passing grade to the courses attempted (credits earned). Failure, withdrawal and incomplete designations to the courses attempted are not considered successful completion.

**Qualitative Measure:** A student must maintain a cumulative grade point average of 2.00 on a 4.00 scale.

Satisfactory progress will be determined at least once each year using the student's academic record for all terms

completed as of the date of the review. Failure to meet both standards will result in the student being placed on financial aid probation. The probationary period will be twelve months.

At the end of the probationary period, a student's financial aid may be reinstated if, upon recalculation by the Financial Aid Office, the student meets both standards. Students not meeting both standards will have their eligibility for financial aid suspended.

The decision of the Financial Aid Office to suspend a student's financial aid may be appealed to the Financial Aid Advisory Committee. Appeal procedures are available from the Financial Aid Office upon request.

### **Outside Assistance**

New Hampshire College urges all students to seek assistance from sources outside the College, in addition to making application through the Financial Aid Office. You should consider local programs such as Dollars for Scholars, service clubs and trust programs which may be known to the trust office at your local bank. Your Guidance Counselor may be able to provide you with information concerning available reference material.

Although you are required to report awards of \$100 or more to the Financial Aid Office, your success in obtaining support from sources outside the college does not automatically reduce assistance for you through the College. Law and rules governing such matters are extremely complex and New Hampshire College can best serve you by having the most accurate and current information available concerning your situation.

## **New Hampshire College Grants and Scholarships**

### **NHC Academic Scholarship Program**

The Academic Scholarship is merit-based and awarded to all freshmen and transfer students regardless of financial need. Applicants with a minimum cumulative 3.0 grade point average (or equivalent) will receive \$1,000 and those with a minimum cumulative grade point average of 3.5 (or equivalent) will receive \$1,500.

### **NHC Alumni Scholarship Program**

The Alumni Scholarship Program is funded by contributions from NHC Alumni and from the institution. Alumni scholarships are awarded to continuing students who have proven academic success at New Hampshire College. Criteria for the program are the same as the New Hampshire College Academic Scholarship Program.

### **NHC Grant Program**

New Hampshire College Grants are based on academic achievement and demonstrated financial need. Awards range from \$500 to \$4,000 and total more than \$800,000 annually.

### **NHC Athletic Scholarship Program**

Athletic Scholarships are available to outstanding athletes in several sports. Amounts of the scholarships vary. Information regarding these scholarships can be obtained by contacting the appropriate coach in the NHC Athletic Department at (603)645-9604.

### **Resident Assistant Scholarship Program**

The Resident Assistant Scholarship Program awards work scholarships to students who are chosen for positions as Resident Assistants in the dorms, apartments and townhouses on the College campus. The program is limited to upperclass students enrolled full-time who have a cumulative grade point average of at least 2.0. Application is through the Office of Residence Life.

### **NHC Culinary Arts Scholarship Program**

Students enrolled in the Culinary Institute at NHC are eligible to apply for Culinary Arts Scholarships. Awards are based on academic performance and demonstrated financial need.

### **NHC Future Business Leaders of America Scholarship**

New Hampshire College awards one Future Business Leader of America Scholarship of \$1,000 each year to the student chosen by the state FBLA Group as the NHC recipient. Applications are available to any freshman Business Major and are judged on a letter written to the State FBLA Group. For more information contact Mr. James Stopa, FBLA Group, (603) 271-3186.

### **NHC DECA Scholarship**

New Hampshire College awards one DECA Scholarship of \$1,000 each year to the student chosen by the State DECA Group as the NHC recipient. Applications are available to any freshman Marketing major and are judged on highest point total in the participatory competency-based competition. For more information, contact Mr. James Stopa, State DECA Group, (603) 271-3186.

### **Hoyle, Tanner & Associates Minority Scholarship Program**

The Hoyle, Tanner & Associates Scholarships are awarded to minority students based on academic performance and demonstrated need. The Scholarships are designated for Management or Accounting majors and award renewals are restricted to recipients who maintain a 2.5 cumulative grade point average.

### **Merrimack Valley Association for Counseling and Development Scholarship Program**

The Merrimack Valley Association for Counseling and Development offers scholarships to students who are residents of New Hampshire and graduates of a Merrimack Valley high school.

### **New Hampshire Cooperative Work Experience Education Scholarship Program**

The New Hampshire Cooperative Work Experience Program awards up to \$4,000 annually to New Hampshire residents who participated in a Cooperative Education program in high school. Applicants should request a letter of recommendation from the vocational center.

### **Robert E. Plourde Scholarships**

In recognition of his many years of service to the College, a number of scholarships are funded each year by the College in the memory of Robert E. Plourde. Plourde Scholarships are designated for high school graduates from the Pembroke/Suncook, N.H., area and are based on financial need and academic excellence or promise.

## **Endowments**

### **H.A.B Shapiro Memorial Scholarships**

In honor of the founder of New Hampshire College, a limited number of partial tuition scholarships are available. Awards are made on the basis of demonstrated need and academic success.

### **William S. Green Scholarship**

Established in honor of William S. Green, charter member of the NHC Board of Trustees and Chancellor Emeritus, scholarships from this fund are designated for junior or senior level students who have maintained a cumulative grade point average of 3.0 or better and have conducted themselves in a manner which has served and brought credit to the College. Awards are also based on financial need.

### **Teloian Scholarship Fund**

George Teloian, Professor of Accounting, has made provisions for an endowment fund in his name. Scholarships are awarded to juniors and seniors majoring in Accounting or Management Advisory Systems. Awards are based on academic achievement in the accounting major, overall record, excellence in involvement in college life and activities and financial need.

### **Phi Delta Psi Fraternity Scholarship**

The NHC Alumni Association and the Phi Delta Psi Fraternity have raised money to support a scholarship program. Consideration is given to students who are members of Phi Delta Psi Fraternity.

### **Kappa Delta Phi National Fraternity Scholarship**

The NHC Alumni Association and the Kappa Delta Phi National Fraternity have raised money to support a scholarship program. Consideration is given to students who are members of Kappa Delta Phi National Fraternity.

### **Kappa Sigma Fraternity Scholarship**

The NHC Alumni Association and Kappa Sigma Fraternity have raised money to support a scholarship program. Consideration is given to students who are members of Kappa Sigma fraternity.

### **Frank and Eleanor Barnes Alumni Scholarship Program**

Frank and Eleanor Barnes, Professors in the CIS Department of NHC, have created an endowment fund to assist students majoring in Computer Information Systems or Management Advisory Services.

### **Edward Nassar Memorial Scholarship**

In memory of Edward Nassar, a former student at NHC, the NHC Alumni Association has created a scholarship fund designed to provide assistance to deserving, needy New Hampshire College students. Preference is given to Veterans of the Armed forces and/or their dependents.

### **Ronald L. Woodward Memorial Scholarship**

The Ronald L. Woodward Memorial Scholarship was created in honor of a former NHC student for students from upstate New York. Funding for this scholarship is provided through the NHC Alumni Association and the Greater Rochester/Buffalo New York area chapter.

### **Scott Caswell Memorial Scholarship**

Friends of Scott Caswell, who died in an unfortunate accident, created the Scott Caswell Memorial Scholarship Fund. Scholarships are for computer related majors of junior or senior status who have a minimum grade point average of 3.0. Recipients must be residents of New Hampshire.

## **Federal and State Programs**

### **Pell Grant Program**

Pell Grants range from \$250 to \$2,200 per year. Applicants must be enrolled on at least a half time basis in a degree program and have not obtained a baccalaureate degree. Student eligibility and grant amounts are determined by the Pell Grant program but vary with enrollment status and program of attendance.

## **Supplemental Educational Opportunity Grant (SEOG)**

SEOG is a grant program with awards ranging from \$200 to \$4,000 per year, depending on demonstrated need and availability of funds. Grants are awarded to students with exceptional financial need.

## **State Student Incentive Grant Program (SSIG)**

New Hampshire has a reciprocal agreement with Maine, Vermont, Massachusetts, Rhode Island, Connecticut and Pennsylvania through which residents of those states may be eligible for state aid for attendance at a post secondary institution in New Hampshire. New Hampshire also has an incentive grant program for its residents. The state agency in your state can provide eligibility requirements.

## **Governor's Success Grant**

The Governor's Success Grant Program is a new program to provide assistance to New Hampshire students who are full-time undergraduate students and have completed their freshman year. Funds are provided by the State of New Hampshire with a matching contribution from New Hampshire College.

## **Loans and Jobs**

### **Perkins Direct Student Loan Program**

The Perkins Direct Student Loan Program is a long term, low interest educational loan program administered by the College through a revolving fund comprised of contributions from the federal government, previous borrowers and the College. Loan limits are: \$4,500 for the first two (2) years of undergraduate studies; and \$9,000 total for four years. Graduate students may borrow up to \$18,000 for the combination of undergraduate and graduate studies. Loans are based on financial need.

### **Guaranteed Student Loan (GSL)/Stafford Loan Program**

The GSL/Stafford Loan is a low interest educational loan made by a bank, credit union or savings and loan association. Eligible undergraduate students may borrow up to \$2,625 per year for each of their first two years of studies and \$4,000 per year for each of their second two years, to a cumulative maximum of \$17,250. Eligible graduate students may borrow \$7,500 per year, to a combined maximum (undergraduate and graduate) of \$54,750.

### **Guaranteed Access Program**

The Guaranteed Access Program is designed to insure that students enrolled in post secondary education in New Hampshire will have access to Guaranteed Student Loans/Stafford Loans. This program is provided to assist students/parents who are unable to obtain a GSL/Stafford

Loan through their local lenders. It is administered by the New Hampshire Higher Education Assistance Foundation in Concord, New Hampshire, (603) 225-6612. This program covers New Hampshire residents attending approved schools both in and outside of New Hampshire and nonresidents attending New Hampshire institutions.

### **Parent Loans for Undergraduate Students (PLUS) and Supplemental Loans for Students (SLS)**

Unlike the Guaranteed Student Loan Program, the PLUS and SLS programs do not require that applicants demonstrate financial need. Instead, applicants must have sufficient credit to qualify for these options.

PLUS loans are available only to parents of dependent undergraduate or graduate students. The SLS program is designed for use solely by students. These programs were created as alternative loans for families who do not qualify for GSL's or who need extra funds in addition to amounts received from other financial aid sources. The programs allow students/parents to borrow \$4,000 yearly with a total cumulative limit of \$20,000 (per dependent for PLUS). Individual eligibility is determined by credit history and the total of educational expenses after all other forms of aid have been deducted. Applications may be obtained through your local lender or through the New Hampshire Higher Education Assistance Foundation at 1-800-235-2577, or outside New Hampshire at 1-800-525-2577.

### **Alternative Loans for Parents and Students (ALPS-II)**

The Alternative Loans for Parents and Students Program (ALPS-II) was developed by the New Hampshire Higher Education Assistance Foundation and is a form of special financing for families that do not qualify for, or need to supplement, other forms of financial assistance. It is the first student loan program developed just for New Hampshire residents attending in-state or out-of-state school or out-of-state students attending New Hampshire schools. Currently, the program allows students to borrow \$3,000 to \$15,000 per year, with a cumulative maximum of \$60,000. Unlike the federally sponsored GSL program, there are no eligibility restrictions tied to income or asset limits. You are not required to demonstrate financial need. Rather, you need to show sufficient income to meet current obligations and have a good credit history and stable employment. ALPS loans currently carry a 12 5/8 fixed annual percentage rate and are unsecured, meaning that there is no need to tie up other valuable family assets or place them in a risk position. ALPS allows a twelve year repayment term, and repayment begins 30 days after disbursement of the funds.

ALPS applications can be obtained by contacting the New Hampshire Higher Education Assistance Foundation at 1-800-235-2577 or 1-800-525-2577 from outside New Hampshire, or through the New Hampshire College Financial Aid Office.

## **New Hampshire College Work Study Program (CWSP)**

The New Hampshire College Work Study Program is an employment program funded by the federal government and the College. It allows students with financial need to work on campus and receive an hourly wage. Currently no job is paid at a rate of less than \$4.25 per hour. The Financial Aid Office will assist students in obtaining employment, however, neither employment nor earnings will be guaranteed. Typical jobs are found in the library, cafeteria, department offices, gymnasium and maintenance department.

## **New Hampshire College Student Part-Time Payroll**

In addition to the College Work Study Program, New Hampshire College maintains a student part-time payroll for those students who are deemed ineligible for Work Study. Before a student may be placed on the part-time payroll, an analysis of financial need must be performed by the Financial Aid Office to determine whether the student could be eligible for Work Study. Pay periods, pay rates and job duties are the same as with the Work Study Program; however, there is no total earnings ceiling per academic year.

## **Off-Campus Employment**

Manchester is New Hampshire's Queen City and the population center of the state. Part-time employment opportunities do exist in the local area and although not part of the college's aid program, earnings from such sources can contribute significantly toward meeting college costs. The college's placement director coordinates information concerning these opportunities and acts as liaison with local employers.



## **Veterans' Benefits**

New Hampshire College is approved for the education of veterans and the children of veterans. Questions regarding benefits for veterans should be directed to the Veteran's Affairs Office.

New veterans should submit: a) an application for admission; b) a registration form for the next term; c) an official high school transcript or copy of G.E.D. test scores; d) official college transcripts, if any; e) copy of DD-214 and any service school data; f) the necessary Veterans Association paperwork.

Veterans enrolling under the G.I. Bill for the first time may experience a delay of up to two months before they receive their first check. If no check has been received by the seventh week of the term, contact the Veterans Affairs Office.

If a veteran student is transferring directly from another school where he/she had been using VA benefits, the student should ensure that the other school promptly notifies the VA of the veteran's effective date of termination. Students must notify the Registrar of any past college credits that are transferrable to New Hampshire College. If, after two terms, the veteran does not supply the required official transcripts of past studies, he/she will be certified only for cost of courses. In Continuing Education, two courses per 8-week term constitute a full time academic load and qualifies the veteran for full time benefits. New veteran students should matriculate immediately, and select their degree programs. Because of VA regulations pertaining to certifications, a non-matriculated student will not be certified for educational benefits after two terms of attendance. Veteran students who take courses that are not applicable to or not required for the chosen degree will not be certified to the VA for those courses. To maintain a full-time status, the only time you can take a course outside of your major is in your last term before graduation.

The VA requires strict compliance with a number of other regulations: maintenance of satisfactory academic progress, notification of any changes in status, such as withdrawal from a course. It is the veteran's responsibility to be aware of all VA regulations that affect his/her educational program.

## **Tuition and Expenses**

### **Payment of College Bills**

All bills are due and payable upon presentation. It is usually the college's policy to bill in advance of a term and to insist on payment in full prior to the first day of class. Exceptions require the expressed prior approval of the business office.

Installment Payment Programs: Educational loans are probably available through your local lenders and other organizations such as Academic Management or New Hampshire Education Assistance Foundation. The col-

lege will be pleased to see that information is forwarded to you concerning such options.

**Veterans Payment Plan:** The college has available a special installment payment plan for students receiving education assistance from the Veterans Administration. Inquiries regarding the Veterans Payment Plan should be directed to the business office. New Hampshire College does have veterans specialists on its staff and a VA representative on campus.

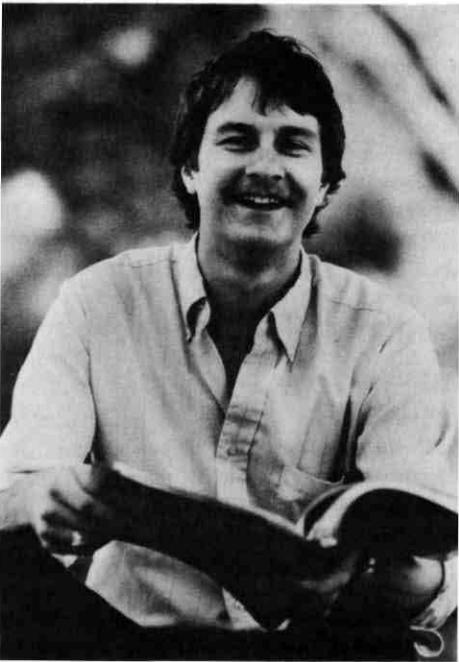
**Deposit Policies**

**New Students:** Upon receipt of acceptance by the college, a new student is required to submit a tuition deposit of \$100 and, if applicable, a room reservation deposit of \$100. These deposits are billed by the admission office, payable to the business office, and are credited to the student's account.

**1988-1989 Costs**

**Undergraduate School of Business (Day)**

	Per Semester	Annually
Tuition (includes activity fee)	\$4,140	\$8,280
Room and Board (double dormitory)	2,190	4,380
Room and Board (single dormitory)	2,480	4,960



Apartment with 4 Beds		
—Room Only	1,250	2,500
—Room and Board	2,240	4,480
Apartment with 6 Beds		
—Room Only	1,210	2,420
—Room and Board	2,200	4,400
Townhouse		
—Room Only	1,490	2,980
—Room and Board	2,480	4,960
Houses		
—Room Only	1,140	2,280
—Room and Board	2,130	4,260
Board Only	990	1,980

More than 15 credits in the 120 credit curriculum per semester	\$345 per credit
More than 19 credits in the previous 129 curriculum	\$345 per credit
Less than 12 credits	\$345 per credit
Health Insurance (Domestic) (payable with first semester charges)	\$ 65 per year
Late Registration Fee	\$ 25
Auto Registration Fee	\$ 10 per year/per car
Transcript Fee	\$ 2 each
Graduation Fee	\$ 50

**The Culinary Institute**

	Per Semester	Per Year
Tuition	\$3420	\$6840
Room and Board	\$2190	\$4380

Students are subject to additional college fees applicable to full time day students, including health insurance, graduation fee, late registration fee, and others. Please refer to the previous section on Tuition and Fees for details.

**Damage Deposit:** A \$100 damage deposit is required of all students residing in college housing. The deposit is refunded when the student no longer resides on campus. Damage charges are assessed as they occur. The student's account is charged for the damages and the student is required to pay for the damages in order to maintain the deposit at \$100.

All NHC tuition and fees are subject to change at any time by action of the Board of Trustees.

# The Business Curriculum

The curriculum of the Undergraduate School of Business contains a common core of courses that gives every student a solid foundation not only in the basic business courses that prepare students to make immediate contributions at the beginning of their careers but also a distribution of liberal arts courses that provides a basis for the growth and development that students must experience to be successful later in not only their careers but also in their communities.

## Business Foundations in the Core

All students in Bachelor Degree programs take two semesters of Accounting Principles (ACC 101-ACC 102), a semester of Microeconomics (ECO 201) and a second semester of Macroeconomics (ECO 202), an Introductory semester to Computers (CIS 100) and a semester's Introduction to Systems CIS 200, a Survey of the Marketing Function of Business (MKT 113), and a semester of Human Relations in Administration (ADB 125). With this foundation in basic business subjects, the student can choose from sixteen major areas of study that will provide a depth of knowledge to allow a student to make contributions to a chosen business specialty upon graduation. Students will take a maximum of thirty-six credits in their major. At the end of their four years of study, all students will take a capstone course that provides an opportunity to synthesize the knowledge and skills they have attained in their own major with other areas of the business environment.

## General Education Elements in the Core

The Undergraduate School of Business believes that it is more than a strong foundation of business skills that will contribute to its graduates' success in their professional careers. Because of this it requires that students receive not only broad preparation in the liberal arts but also intense preparation in communication skills that all business career paths require. As part of its recognition that successful business people and community leaders be able to view problems from a variety of perspectives, the Undergraduate School of Business mandates that all students complete a basic course in Psychology (PSY 108) or Sociology (SOC 112) and a course in each of the following four areas: Literature, History or Government, the Humanities, and the Social Sciences. Students may choose to add additional breadth to their preparation by enrolling in more advanced general education courses as part of their free elective credits. In addition to the perspectives offered by the preceding discipline areas, all Bachelor's Degree candidates will take three courses in Mathematics to provide them basic quantitative skills. Introductory Math courses (MAT 110 and MAT 111) teach students to use mathematical concepts in business applications while the course in Statistics (MAT 220) provides students with analytical tools that will be reinforced by research assignments in a number of majors.

One of the competencies most frequently emphasized by business people when they hire college graduates is the ability to communicate. The Undergraduate School of Business is committed to improving the communications skills of its students by requiring that all Bachelor's Degree students demonstrate the competencies required by five English courses as part of its general education core. Students will learn to express their thoughts in clear, correct, and well organized writing in English 101. At the end of this course, they must successfully pass a proficiency exam before taking the next English course in the sequence. Students will further strengthen their written communication skills in ENG 102 and in ENG 103 learn the research skills they will apply in both business and liberal arts courses. All students will be asked to master oral communication skills in ENG 212 as part of their core curriculum. Finally, students will learn the specific business applications of their communications skills in ENG 220. There will be a second college-wide writing competency exam that will require not only correct and coherent expression but also a knowledge of business content that will be related to students' majors.

## Major Credits

Each college department requires that students select a specific business-related major complete up to 36 credits in that major. The record of the college alumni's success in specialized business areas and the continued review of business needs provided by faculty, many of whom have business experience, result in major course offerings that provide students the knowledge and skill to enter focused business positions upon graduation. Some of the major credits may be designated by a major department for an internship. The credit-bearing internship program allows students to apply the theory and practice the skills learned in the classroom in actual work experiences.

## Free and Allied Electives

Each Bachelor's Degree student will have an opportunity to select free electives that students and their advisors believe best meet students' individual needs. Some students may select courses that would comprise a minor area of studies, while others may use a part of their elective credits to complete an internship, while still others may opt for additional advanced courses in areas of business or the liberal arts. In some majors there are allied courses outside of the major area that students are required to take in order to give them a stronger preparation for their chosen career.

# Bachelor of Science Degree Programs

## The College Core

What follows are the courses that comprise the basic core of business and general education courses that the college believes are essential in providing students with a solid foundation for careers in business. Students in each Bachelor of Science degree program will add to these core courses both major electives and free electives that will match their career goals.

Courses	Credits
ENG 101, ENG 102, ENG 103, ENG 212, ENG 220	15
MAT 110, MAT 111, MAT 220	9
PSY 108, or SOC 112	3
Literature Elective **	3
History Elective/Government Elective	3
Humanities Elective (includes HUM, FAS, PHL)	3
Social Science Elective—SOC, PSY, GOV, ECO, ATH, (except PSY 108, ECO 201, ECO 202)	3
ECO 201, ECO 202	6
ACC 101, ACC 102	6
ADB 125	3
MKT 113	3
CIS 100, CIS 200	6
College-wide Capstone Course	3
	<hr/> 66
Free Elective	3
	<hr/> 69

\*\* does not include: ENG 101, ENG 102, ENG 103, ENG 212, ENG 220, ENG 227, ENG 235, ENG 333

Minimum 120 credits for graduation with a standard course load of five (5) per semester.

## Programs of Study - Undergraduate School of Business

### Accounting Department

**Chairperson: Professor Wallace Kartsen**

#### Accounting

Accounting is one of the fastest growing professions in the United States. Professional accountants are growing not only in number, but also in influence. The professional accountant's responsibilities, duties, and prestige have increased tremendously during the past fifty years. The demand for qualified people is critical in accounting, and rapid advancement in the field is limited only by individual ability.

New Hampshire College's accounting program will prepare the qualified student for entrance into this most challenging and rewarding profession. During this four-year program, an internship experience is available on an optional basis. The primary objective of the accounting internship is to improve the student's depth of understanding of the nature of American business and the role of its accounting function. Further objectives are the development of maturity and confidence in accounting students, and assistance in determining in which areas of accounting students should seek their careers. The compensation received by the student during some internship experiences will aid the financing of college expenses.

Accounting Curriculum-Bachelor of Science	Credits
College Core	69

Note: Accounting majors are advised to take a Liberal Arts course as their free elective.

#### Major Courses:

ACC 203 Intermediate Accounting I	3
ACC 204 Intermediate Accounting II	3
ACC 207 Cost Accounting I	3
ACC 208 Cost Accounting II	3
ACC 305 Advanced Accounting I	3
ACC 306 Advanced Accounting II	3
ACC 322 Institutional Accounting	3
ACC 411 Auditing Principles	3
ACC 415 Federal Taxation I	3
ACC 416 Federal Taxation II	3
ADB 206 Business Law I	3
FIN 435 Financial Policy and Decision Making	3
	<hr/> 36

#### Elective and Allied Courses:

ADB 331 Introduction to Operations Management	3
ADB 307 Business Law II	3
Free Electives	6
Elective - Liberal Arts Course	3
	<hr/> 15

Note: Students who wish to complete a 3 or 6 credit internship in accounting may replace either 3 or 6 Free Elective credits. Students should speak to the Career Development Center for more specific information.

#### Minor in Accounting

A student may declare a minor in accounting by successfully completing all of the following courses, including a minimum of four at New Hampshire College:

Elementary Accounting I & II (ACC 101 & ACC 102)
Intermediate Accounting I & II (ACC 203 & ACC 204)
Cost Accounting I & II (ACC 207 & ACC 208)

## Accounting Curriculum-Associate in Science

Courses:	Credits
ACC 101 Elementary Accounting I	3
ACC 102 Elementary Accounting II	3
ACC 203 Intermediate Accounting I	3
ACC 204 Intermediate Accounting II	3
ACC 207 Cost Accounting I	3
ACC 208 Cost Accounting II	3
ADB 110 Introduction to Business	3
ADB 125 Human Relations in Administration	3
CIS 100 Introduction to Computer Data Processing	3
CIS 200 Introduction to Systems	3
ECO 201 Microeconomics	3
ECO 202 Macroeconomics	3
ENG 101 Basic Writing	3
ENG 102 Process Writing	3
ENG 103 Analytical Writing	3
ENG 212 Public Speaking	3
MAT 110 Finite Mathematics I	3
MAT 111 Finite Mathematics II	3
MKT 113 Introduction to Marketing	3
Liberal Arts Electives	6
	<hr/> 63

## Business Administration Department

Chairperson: Dr. Robert C. Losik

### Business Administration

The 1970's and 80's have witnessed unparalleled change in business, industry, and society. Emerging trends suggest that change is going to continue to be rapid, at times unpredictable and frequently disruptive. The Business Administration curriculum educates leaders for the business sector of this changing environment. As business and society grow more complex, the demand for trained managers and leaders has increased. Managers can no longer make business decisions based on hunches and guesses or look for old solutions to solve new problems. New Hampshire College's Business Administration major with its emphasis on communication, accounting, behavioral dynamics, and quantitative analysis provides the student with an integration of business knowledge, management skills and a breadth in liberal arts disciplines to enable the student to obtain the necessary knowledge and skills. These skills complement a specific business education and include the analytical, planning, research and group skills necessary to be a complete manager.

### Business Administration Curriculum - Bachelor of Science

	Credits
College Core	69

Note: The Department requires students to take ECO 301(Managerial Economics) as their Social Science elective.

Major Courses:	Credits
ADB 110 Introduction to Business	3
ADB 206 Business Law I	3
ADB 211 Human Resource Management	3
ADB 215 Principles of Management	3
ADB 326 Social Environment of Business	3
ADB 331 Introduction to Operations Management	3
ADB 342 Organizational Behavior	3
ADB 421 Strategic Management and Policy	3
ADB Electives (300/400 level)	6
ADB Electives (any level)	6
	<hr/> 36

### Elective and Allied Courses:

ACC 214 Management Accounting	3
FIN 320 Introduction to Business Finance	3
Free Electives	9
	<hr/> 15

### Note:

1. Students in the Business Administration curriculum may opt for a 12 credit internship by using six (6) ADB (any level) elective credits and six (6) free elective credits for the 12-credit internship.

2. Students who intend to do an internship must use the internship work sheet.

3. All Business Administration majors must take an international elective course which has the prefix-ADB.

4. Students who desire a concentration in Human Resource Management (HRM) or Small Business Management (SBM) must take the following ADB Elective courses:

- HRM: ADB 325 Compensation and Benefits and ADB 442 Advanced Seminar in Human Resource Management and Development.
- SBM: ADB 307 Business Law II, ADB 317 Small Business Management, and ADB 320 Entrepreneurship.

### Business Studies

The Business Studies curriculum is intended for those students who desire to concentrate in a specific area but also desire the flexibility to tailor a degree to meet their needs. Concentrations are available in Accounting, Business Finance, Business Administration, Data Processing, Human Resource Management, Restaurant Management, Materials Management and Marketing. Other concentrations may be available in the future. The flexibility to tailor the degree program is found in the 10 courses (30 credits) of "free electives." The degree also provides an option for transfer students who have completed two or more years of education at other schools (particularly those who were liberal arts or science majors) who now desire a business degree. The 30 "free elective" credits enable the transfer student to receive credit for a wide variety of transfer courses.

### Business Studies Curriculum—Bachelor of Science

In the Business Studies curriculum, the college core con-

sists of 69 credits, with each of the nine concentrations consisting of 36 credits, followed by 15 free and allied credits for a total of 120 credits.

#### Credits

College Core 69

**Major Courses:** What follows are the courses to be taken in the nine concentrations of Business Studies.

#### Accounting Concentration:

ACC 203	Intermediate Accounting I	3
ACC 204	Intermediate Accounting II	3
ACC 207	Cost Accounting I	3
ACC 208	Cost Accounting II	3
ACC 415	Federal Taxation I	3
ADB 110	Introduction to Business	3
FIN 320	Introduction to Business Finance	3
	Free Electives	15
		<u>36</u>

#### Business Administration Concentration:

ADB 110	Introduction to Business	3
ADB 206	Business Law I	3
ADB 215	Principles of Management	3
ADB 331	Introduction to Operations/ Production Management	3
ADB 342	Organizational Behavior	3
ADB 421	Strategic Management and Policy	3
FIN 320	Introduction to Business Finance	3
	Free Electives	15
		<u>36</u>

#### Business Finance Concentration:

ADB 110	Introduction to Business	3
ECO 301	Managerial Economics	3
ECO 402	Business Cycles and Forecasting	3
FIN 220	Introduction to Investments	3
FIN 320	Introduction to Business Finance	3
FIN 435	Financial Policy and Decision Making	3
ECO/FIN	Elective	3
	Free Electives	15
		<u>36</u>

#### Data Processing Concentration:

ADB 110	Introduction to Business	3
CIS 125	Advanced BASIC	3
CIS 220	Principles of COBOL	3
CIS 320	RPG	3
CIS 325	Advanced COBOL	3
FIN 320	Introduction to Business Finance	3
	CIS Elective	3
	Free Electives	15
		<u>36</u>

#### Human Resource Management Concentration:

ADB 110	Introduction to Business	3
ADB 211	Human Resource Management	3

ADB 215	Principles of Management	3
ADB 325	Compensation and Benefits	3
ADB 342	Organizational Behavior	3
ADB 442	Advanced Seminar in Human Resource Management and Development	3
FIN 320	Introduction to Business Finance	3
	Free Electives	15
		<u>36</u>

#### Marketing Concentration:

ADB 110	Introduction to Business	3
MKT 220	Sales Management or	3
MKT 235	Sales and Persuasion	3
MKT 337	Marketing Research	3
MKT 329	Principles of Advertising	3
MKT 345	Consumer Behavior	3
	Marketing Elective	3
	Free Electives	18
		<u>36</u>

#### Materials Management Concentration: (Only available in Continuing Education)

ADB 215	Principles of Management	3
ADB 331	Introduction to Operations Management	3
ADB 332	Purchasing Management	3
ADB 336	Production Management and Control	3
ADB 347	Inventory Management	3
ADB 355	Manufacturing Resource Planning	3
FIN 320	Introduction to Business Finance	3
	Free Electives	15
		<u>36</u>

#### Restaurant Management Concentration

ADB 215	Principles of Management	3
FIN 320	Introduction to Business Finance	3
HRM 109	Food Purchasing	3
HRM 110	Quantity Food Production I	3
HRM 111	Quantity Food Production II	3
HRM 319	Restaurant Management	3
HRM 421	The Operation of Energy, Security and Maintenance Systems in the Hospitality Industry	3
	Free Electives	15
		<u>36</u>

Note: It is recommended that the student in the Restaurant Management concentration try to include HRM 422 (Restaurant Management and Control), HRM 424 (Wines and Beverages), and HRM 430 (Management of Institutional Feeding Operations) in lieu of three (3) Free Elective Courses.

#### Small Business Management Concentration:

ADB 110	Introduction to Business	3
ADB 206	Business Law I	3
ADB 215	Principles of Management	3

ADB 307	Business Law II	3
ADB 317	Small Business Management	3
ADB 320	Entrepreneurship	3
ADB 421	Strategic Management and Policy	3
FIN 320	Introduction to Business Finance	3
	Free Electives	12
		36

Internship options exist in every concentration. Students would replace four (4) free electives with 12 credits of internship.

Free and Allied Electives (for all the above concentrations)  
Free Electives 15

### Technical Management

New Hampshire College has established the Technical Management (formerly Techni-business) curriculum to provide junior college and vocational-technical institute graduates in health, skilled or industrial vocational occupations an opportunity to complete the requirements for a baccalaureate degree in business. Opportunities in a variety of career programs are available including preparation for small business management careers in non-profit agencies.

The objective of this program is to provide individuals who have earned a degree in a specialized skill other than business (e.g., small engine repair, automotive technology, electronics technology, graphic arts, culinary arts, etc.) with the necessary courses in business and liberal arts to prepare for a career in business utilizing their technical skills.

### Technical Management Curriculum—Bachelor of Science\*

#### Credits

College Core 69

#### Major Courses:

ADB 206	Business Law I	3
ADB 215	Principles of Management	3
FIN 320	Introduction to Business Finance	3
	ADB Electives (300/400 level)	6
	Free Electives	15
	Allied and free Electives	21

Note: Students in the Technical Management Curriculum may take a 12 credit internship by replacing 12 free elective credits with 12 internship credits.

\*Normally only those students who are graduates of two year colleges or technical institutes with a technical degree, are eligible to enroll in this degree program.

### Business Administration Curriculum—Associate in Science

Courses:	Credits
ACC 101	Elementary Accounting I 3
ACC 102	Elementary Accounting II 3
ADB 110	Introduction to Business 3

ADB 125	Human Relations in Administration	3
ADB 206	Business Law I	3
ADB 211	Human Resource Management	3
ADB 326	Social Environment in Business	3
CIS 100	Introduction to Computer Data Processing	3
ECO 201	Microeconomics	3
ECO 202	Macroeconomics	3
ENG 101	Basic Writing	3
ENG 102	Process Writing	3
ENG 103	Analytical Writing	3
ENG 220	Business Communications	3
MAT 110	Finite Mathematics I	3
MAT 111	Finite Mathematics II	3
MKT 113	Introduction to Marketing	3
	Business Elective	9
	Liberal Arts Electives	3
		63

## Business Education Department

Chairperson: Dr. Burton S. Kaliski

The Business Education Department is dedicated to educating men and women who intend to enter the field of business education, secretarial science and office management. The business and marketing teacher education programs are designed to prepare graduates to meet the needs and objectives of relevant business education and marketing education on the secondary school level. It is possible to complete a teacher education program along with a B.S. program in another field in four and a half years. For appropriate scheduling contact the department chairperson.

### Advanced Standing

Students who plan to major in business and/or marketing education can earn up to 24 credits of advanced standing and be able to complete their program in just three years plus summer work. Students admitted on this basis can earn up to nine credits in shorthand, nine in typing, three in word processing and three in office simulation. Exact credits earned are determined from a battery of tests administered in the term prior to admission. Recommendation for this testing should be from a high school business teacher.

### Admission to the Business or Marketing Teacher Education Programs

Prior to being formally admitted to the Business and/or Marketing Teacher Education programs at New Hampshire College, each student must be interviewed by the Committee for Teacher Education and meet the following requirements:

- Have accumulated a minimum of 63 hours of credit;
- Have a cumulative grade point average of at least 2.50;

- Demonstrate the capabilities for success in the teaching profession;
- Display competency in oral and written communications.

### Requirements for major in Business Teacher Education Program

In addition to those courses specified in the Business Teacher curriculum, each student must prepare to teach in those areas required to meet the certification he or she is seeking. All students must be prepared in Area A, Typing and Office Simulation. Business electives must be filled to meet the area of certification as follows: Comprehensive Business Education Certification (required): 6 credits in area C, 3-6 credits in area E, 0-3 credits in area B or D; Accounting Business Education Certification (required): 9 credits in area B, 3 credits in area D or E; Secretarial Business Education Certification (required): 9 credits in area C, 3 credits in area E.

The following areas all contain three-credit courses. Comparable courses may be approved by the Department Chairperson.

#### Area A: Typing, Word Processing and Office Simulation

(Four of the following courses, including Office Simulation and Word Processing 1) Typewriting 1 (OAD 110), Typewriting 2 (OAD 111), Typewriting 3 (OAD 210), Word Processing 1 (OAD 220), Word Processing 2 (OAD 221), Office Simulation (OAD 230)

#### Area B: Accounting/Finance

(Choose from the following courses) Intermediate Accounting (ACC 203-ACC 204), Cost Accounting (ACC 207-ACC 208), Advanced Accounting (ACC 305-ACC 306), (Finance 101, FIN 220, FIN 320).

#### Area C: Shorthand

(Choose from the following courses) Shorthand 1 (OAD 101), Shorthand 2 Dictation (OAD 102), Shorthand 3 (OAD 201), Legal Shorthand (OAD 202).

#### Area D: Computer Information Systems

(Choose from the following courses) Introduction to Systems (CIS 200), COBOL Programming (CIS 220), Advanced BASIC (CIS 125)

#### Area E: General Business

(Choose from the following courses or compatible courses approved by the Department Chairperson) Business Law 2 (ADB 307), Risk & Insurance (ADB 212), Social Environment of Business (ADB 326), Introduction to Marketing (MKT 113), Office Administration 1 (OAD 231)

**Work Experience:** All teacher education majors must present 2,000 hours of work experience in the area of certification. In the absence of this, 400 supervised hours will be arranged.

### Business Teacher Education— Bachelor of Science

**Credits**

College Core

69

Note: For the Business Education major EDU 200 (Introduction to Education) should be taken as the humanities elective in the core and PSY 211 (Human Growth and Development) should be taken as the social science elective in the core. PSY 108 (Introduction to Psychology) should be taken as part of the core.

#### Major Courses:

ADB 110	Introduction to Business	3
ADB 206	Business Law I	3
EDU 201	Educational Psychology	3
EDU 290	Field Experience	3
EDU 300	Principles of Business and Vocational Education	3
EDU 301	Evaluation, Measurement and Testing	3
EDU 311	Methods of Teaching Typing and Word Processing	2
EDU 312	Methods of Teaching Shorthand and Office Procedures or Free Elective (for Accounting certification)	3
EDU 313	Methods of Teaching Accounting and General Business	3
EDU 314	Coordination of Realistic Work Experience	3
OAD 220	Word Processing I	3
OAD 230	Office Simulation	3
PSY 320	Psychology of Individual Differences and Special Needs	3
		34 or 36

#### Allied Course:

EDU 490	Student Teaching	15
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### Marketing Teacher Education Curriculum— Bachelor of Science

**Credits**

College Core

69

Note: For the Marketing Education major EDU 200 (Introduction to Education) should be taken as the humanities elective in the core and PSY 211 (Human Growth and Development) should be taken as the social science elective in the core. PSY 108 (Introduction to Psychology) should be taken in the core.

#### Major Courses:

ADB 110	Introduction to Business	3
ADB 206	Business Law I	3
EDU 201	Educational Psychology	3
EDU 290	Field Experience	3
EDU 300	Principles of Business and Vocational Education	3

EDU 301	Evaluation, Measurement and Testing	3
EDU 313	Methods of Teaching Accounting and General Business	3
EDU 314	Coordination of Realistic Work Experience	3
EDU 315	Methods of Teaching Marketing Education	3
OAD 220	Word Processing I	3
OAD 230	Office Simulation	3
PSY 320	Psychology of Individual Difference and Special Needs	<u>3</u>
		36

#### Allied Course:

EDU 490	Student Teaching	15
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Dual certification for Business and Marketing Education can be obtained with proper scheduling, but requires 129-131 total credits.

All teacher education graduates must pass the preprofessional skills test, a test of reading, writing and mathematics prior to becoming certified in New Hampshire.

## Computer and Information Systems Department

**Chairperson: Professor Eleanor H. Barnes**

The Computer and Information Systems Department offers two Bachelor of Science degree programs and an associate degree program so that graduates will be able to enter the business world during an age of high technology. A third major—Management Advisory Services—combines the Management Information Systems and Accounting programs.

### Computer Information Systems

This program is designed to emphasize the technical aspects of computer information systems. The student in this program is educated as a specialist in information structure and design. The program includes a mathematical orientation with emphasis on building Decision Support Systems (DSS). Decision Support Systems are normally those designed for use by upper level management to assist them in unstructured, underspecified problem solving. Decision Support Systems attempt to combine the use of models and/or analytical techniques with traditional data processing functions.

A graduate of this curriculum may enter the work force as an applications programmer with a career path leading to Systems Programming, Data Base Design and Administration, Communications Specialist, or Decision Support Specialist.

## Computer Information Systems Curriculum—Bachelor of Science

		Credits
College Core		69
<b>Major Courses:</b>		
CIS 125	Advanced BASIC	3
CIS 220	Principles of COBOL	3
CIS 240	Systems Hardware	3
CIS 241	Systems Software	3
CIS 300	Advanced System Design	3
CIS 325	Advanced COBOL	3
CIS 330	Data Base Management Systems	3
CIS 360	Computer Simulation and Modeling for Business	3
CIS 370	Assembler Language	3
CIS 400	CIS Project and Policy	6
CIS 440	Data Communications and Networks	<u>3</u>
		36

### Free Electives and Allied Courses:

MAT 210	Introduction to Calculus for Business Students	3
MAT 320	Discrete Structures	3
ACC 207	Cost Accounting I	3
ACC 208	Cost Accounting II	3
	Free Elective	<u>3</u>
		15

Internship available for 3 credit elective.

### Management Advisory Services

This program is a meld of two programs—the Accounting program and the Computer Information Systems program. The trend in industry is for graduates with thought processes and skills in both areas of expertise. The rapid growth of management services in accounting firms, consulting and industry offer the graduate many opportunities for growth and rapid advancement.

Management Advisory Services students will acquire the skills required for the design and maintenance of financial accounting systems and general systems theory and management. Students will be offered the opportunity to apply their classroom experiences to real-world situations through a combination of exercises and actual work experiences.

This demanding and rewarding program will allow graduates to enter the fields of accounting, management information systems, computer related fields, management positions, or a combination of these.

## Management Advisory Services Curriculum—Bachelor of Science

		Credits
College Core		69
<b>Major Courses:</b>		
ACC 203	Intermediate Accounting I	3

ACC 204	Intermediate Accounting II	3
ACC 207	Cost Accounting I	3
ACC 208	Cost Accounting II	3
ACC 305	Advanced Accounting I	3
ACC 306	Advanced Accounting II	3
ACC 411	Auditing Principles	3
CIS 220	Principles of COBOL	3
CIS 242	Hardware/Software	3
CIS 330	Data Base Management Systems	3
CIS 402	MAS Project and Policy	3
FIN 435	Financial Policy and Decision Making	3
		<hr/> 36

#### Electives and Allied Courses:

ADB 206	Business Law I	3
ADB 307	Business Law II	3
ECO 306	Money and Banking	3
MAT 210	Introduction to Calculus for Business Students	3
	Free Elective	3
		<hr/> 15

Internship Available 3 or 6 credits (These credits are in addition to those required for graduation).

#### Management Information Systems

Management Information Systems are normally those designed for use by middle managers to assist in structured problem solving. Management Information Systems integrate information flow by function (production MIS, marketing MIS, personnel MIS, etc.). Inquiry and report generation by use of a data base is a by-product of many Management Information Systems.

This program is a combination of the management and computer systems disciplines and is designed to highlight the use of computers in all areas of an organization. The student in this program is educated as a generalist in areas of business and Management Information Systems.

A graduate of this curriculum may enter the work force as an entry level programmer analyst, with career objectives in areas of systems analysis, information management, or general management in a computer system environment.

#### Management Information Systems Curriculum—Bachelor of Science

	Credits
College Core	69
<b>Major Courses:</b>	
ACC 214	Management Accounting 3
CIS 125	Advanced BASIC 3
CIS 220	Principles of COBOL 3
CIS 242	Hardware/Software 3
CIS 300	Advanced Systems Design 3
CIS 320	RPG 3
CIS 325	Advanced COBOL 3

CIS 330	Data Base Management Systems	3
CIS 401	MIS Project and Policy	6
CIS 440	Data Communications and Networks	3
MAT 210	Introduction to Calculus for Business Students	3
		<hr/> 36
	Free Electives	15

Internship available for 3 credit elective.

#### Minor in Management Information Systems

A student may declare a minor in Management Information Systems by successfully completing the following courses, including a minimum of five at New Hampshire College.

##### Required:

CIS 100	Introduction to Business Data Processing
CIS 125	Advanced BASIC
CIS 200	Introduction to Systems
CIS 220	Principles of COBOL
CIS 325	Advanced COBOL

#### Electronic Data Processing

This two-year, associate's degree program is designed to educate a student in the fundamentals of computer programming. A graduate of this curriculum should enter the work force as a programmer, data analyst, or a procedure specialist.

#### Electronic Data Processing Curriculum—Associate in Science

Courses:	Credits
ACC 101	Elementary Accounting I 3
ACC 102	Elementary Accounting II 3
ACC 214	Management Accounting 3
ADB 110	Introduction to Business 3
CIS 100	Introduction to Computer Data Processing 3
CIS 125	Advanced BASIC 3
CIS 200	Introduction to Systems 3
CIS 220	Principles of COBOL 3
CIS 320	RPG 3
CIS 325	Advanced COBOL 3
ENG 101	Basic Writing 3
ENG 102	Process Writing 3
ENG 103	Analytical Writing 3
ENG 212	Public Speaking 3
ENG 220	Business Communications 3
MAT 110	Finite Mathematics I 3
MAT 111	Finite Mathematics II 3
CIS	Elective 3
	Free Elective 6
	Liberal Arts Elective 3
	<hr/> 63



## Economics/Finance Department

**Chairperson: Dr. R. Larry Johnson**

### Economics/Finance

Economics and Finance are closely related disciplines that provide important background information and skills essential for making business decisions. The Department of Economics/Finance offers a broad range of courses in both Economics and Finance. Within the major, students may choose to concentrate in Corporate Finance/Investments or in Economics by electing to take such courses specifically related to these areas.

Managers, stockbrokers, security analysts, insurance and bank financial managers, accountants, credit managers and economists are some of the positions obtained by graduates in this major. The program not only introduces the student to economics and financial management, but also establishes the interrelationships that exist between these disciplines and the areas of accounting, computers (CIS) and liberal arts. The curriculum features an internship for an entire semester. Students approved by the department will have an opportunity to experience "the world of work" on a practical basis.

### Economics/Finance Curriculum—Bachelor of Science

	Credits
College Core	69

#### Major Courses:

ADB 110	Introduction to Business	3
ECO 301	Managerial Economics	3
ECO 306	Money and Banking	3

ECO 402	Business Cycles and Forecasting	3
FIN 220	Introduction to Investments	3
FIN 320	Introduction to Business Finance	3
FIN 435	Financial Policy and Decision Making	3
	ECO/FIN Electives	15
		36
	Free Electives	15

Note: Students may elect an internship by changing 6 free elective credits and 6 Economics/Finance elective credits to internship credits.

## Hotel/Restaurant Management Department

**Chairperson: Professor H. Fred Walter**

### Hotel/Restaurant

A career in the hospitality field is one with a future that holds exciting prospects for growth and personal satisfaction. During the past decade there has been an explosive growth in the service economy due to heightened business travel and convention activity. Salaries in the hospitality industry are excellent for HRM middle and upper management positions, and youth is generally no barrier to advancement in this field.

Both the Hotel Management and Restaurant Management programs combine the practical coursework necessary to succeed in the industry with a broad education encompassing liberal arts electives and business subjects.

The hotel and restaurant majors provide students with an opportunity to work and travel throughout the United States and abroad through its internship option.

### Restaurant Management Curriculum—Bachelor of Science

	Credits
College Core	69
<b>Major Courses:</b>	
HRM 109	Food Purchasing 3
HRM 110	Quantity Food Production I 3
HRM 111	Quantity Food Production II 3
HRM 112	Introduction to Hotel and Restaurant Industry 3
HRM 319	Restaurant Management 3
HRM 418	Seminar 3
HRM 422	Beverage Management and Control 3
HRM 424	Wines and Beverages 3
HRM 450	Experimental Foods 3
HRM 451	Nutrition 3
	HRM Electives 6
	<hr/> 36

Note: Students in the Restaurant Management Curriculum may opt for either a summer internship for six

(6) credits or a full-semester's internship for 12 credits. If students successfully complete the summer internship, they may replace six (6) free elective credits with six (6) internship credits. If students complete the 12-credit internship, they may replace six (6) free elective credits and six (6) HRM elective credits with 12 internship credits.

**Hotel Management Curriculum—Bachelor of Science**

	Credits
College Core	69
<b>Major Courses:</b>	
HRM 109 Food Purchasing	3
HRM 110 Quantity Food Production I	3
HRM 111 Quantity Food Production II	3
HRM 112 Introduction to Hotel and Restaurant Industry	3
HRM 215 Hotel Information Systems	3
HRM 314 Promotional Activities	3
HRM 319 Restaurant Management	3
HRM 416 Law of the Hospitality Industry	3
HRM 418 Seminar	3
HRM 420 Hotel Accounting	3
HRM Electives	6
	36
Free Electives	15

Note: Students in the Hotel Management Curriculum may opt for either a summer internship for six (6) credits or a full-semester's internship for 12 credits. If students successfully complete the summer internship, they may replace six (6) free elective credits with six (6) internship credits. If students complete the 12 credit internship, they may replace six (6) free elective credits and six (6) HRM elective credits with 12 internship credits.

**Humanities/Social Sciences Department**

**Chairperson: Dr. Carolyn Hollman**

The Humanities/Social Sciences Department of the School of Business has a dual mission: to provide balanced liberal arts support for the school's business programs and to offer its own business-related major. In support of the general education component of the curriculum, the department offers liberal arts courses that equip students with:

- the basis to deal with ambiguity;
- a reference point to examine, appreciate and participate in the values and traditions of their culture and the culture of others;
- a variety of perspectives in order to formulate and resolve problems;
- the ability to write clearly.

All candidates for the degree of Bachelor of Science must present credits in the liberal arts according to the requirements of their major course of study; these courses

constitute approximately 40 percent of a student's total course credits.

In addition to its support of the school's general education component, the Humanities Department offers a major in Business Communication combining business training with communication skills for a variety of careers including: print, radio, or T.V. editors; marketing coordinators; information officers; and communication specialists.

**Business Communication**

The Business Communication major provides comprehensive training in written and spoken English, together with a thorough background in business skills and practices. The purpose of the major is to prepare students for work in such areas as industrial and commercial writing, advertising, public relations, government, documentation in high technology companies and in all fields demanding good writers and speakers who can communicate information to diverse audiences.

The special strength of the Business Communication major lies in the combination of training in communication theory and practice with a detailed knowledge of the workings of business organizations. Students are encouraged to select and develop special competence in particular business areas. For example, students can take several courses from among the college's offerings in Accounting, Management, Marketing, Economics, Finance, Computer Science, Social Science and Mathematics.

**Business Communications Curriculum—Bachelor of Science**

	Credits
College Core	69
Note: Psychology 108 should be taken as part of the college core as Sociology 112 is required as an allied course.	
<b>Major Courses:</b>	
ADB 342 Organizational Behavior	3
BCM 322 Oral Communication for Business	3
BCM 341 Technical Report Writing	3
BCM 442 Corporate Public Relations	3
BCM 437 Managerial Communication	3
BCM 440 Graphics and Layout in Print Media	3
ENG 235 Introduction to Journalism	3
ENG 330 Seminar in Advanced Writing	3
ENG 333 Language Awareness	3
MKT 329 Principles of Advertising	3
Free Electives	6
	36

**Elective and Allied Courses:**

Sociology 112	3
Humanities 201 or Humanities 202	3
Literature Electives	6
Government Elective	3
	15

Note: A six-credit internship is available in the Business Communications Curriculum by replacing six (6) free elective credits with six (6) internship credits.

General Studies

General Studies offers a non-business alternative to students who wish to achieve an associate's degree and possibly transfer to a liberal arts college.

General Studies Curriculum—Associate in Science

Courses:	Credits
ENG 101 Basic Writing	3
ENG 102 Process Writing	3
ENG 103 Analytical Writing	3
MAT 110 Finite Mathematics I	3
MAT 111 Finite Mathematics II	3
PSY 108 Introduction to Psychology	3
SOC 112 Introduction to Sociology	3
Free Electives	15
History and Government Electives	6
Liberal Arts Electives	21
	63

Department of Marketing

Chairperson: Professor Karen C. Stone

Marketing

Exploring an exciting field, the marketing major may have the opportunity to interrelate marketing theory with practical work experience. The program involves a strong network of specialized marketing courses while at the same time integrates computer science, accounting and management principles.

During the senior year, students have the opportunity to apply for the internship program. In addition, international summer internships are open to selected students.

Marketing Curriculum—Bachelor of Science

	Credits
College Core	69
Major Courses:	
ADB 206 Business Law I	3
ADB 326 Social Environment of Business	3
ADB 342 Organizational Behavior	3
MKT 220 Sales Management	3
MKT 222 Principles of Retailing	3
MKT 329 Principles of Advertising	3
MKT 337 Marketing Research	3
MKT 345 Consumer Behavior	3
MKT 432 Marketing Strategies and Policies	3
MKT Electives	9
	36

Free Electives and Allied Courses:

SOC 112	Introduction to Sociology	3
FIN 320	Introduction to Business Finance	3
	Free Electives	9
		15

Note: An internship in Marketing may be taken by substituting internship credits for six (6) credits of Marketing electives and six (6) credits of free electives.

Retailing

One of the most dynamic areas of business today is the field of Retailing. The art of selecting, pricing, promoting, and selling products is "big business," and for the executive involved in these functions the opportunities are unlimited. In every city in the world there is a variety of jobs that require retail training. The retailing curriculum at New Hampshire College prepares students for these challenging careers.

Students may participate in an internship for a full semester, and selected students may opt for a foreign internship in the summer.

Retailing Curriculum—Bachelor of Science

	Credits
College Core	69
Major Courses:	
FMK 202 Fashion Merchandising	3
FMK 203 Retail Sales Promotion	3
MKT 222 Principles of Retailing	3
MKT 327 Retail Site Selection and Facilities Planning	3
MKT 337 Marketing Research	3
MKT 345 Consumer Behavior	3
MKT 432 Marketing Strategies and Policies	3
MKT 442 Retail Management	3
MKT Electives	12
	36

Free Electives and Allied Courses:

ADB 206	Business Law I	3
MAT 105	Merchandising Mathematics	3
	Business Elective	3
	Free Electives	6
		15

Note: An internship in Retailing may be taken by substituting internship credits for six (6) credits of Marketing electives and six (6) credits of free electives.

Note: The course Graphics for Layout in Print Media (BCM 440) may be taken as a free elective for students interested in the more creative aspects of marketing communications.

## Fashion Merchandising

One of the most interesting areas in business today is the field of fashion merchandising. With this program of study, New Hampshire College prepares students for entry level positions in retail operations or merchandising. Students participate in an internship program between their first and second year or during the first semester of the second year, adding practical experience to theory. Superior students may also choose to experience a foreign internship in the summer.

### Fashion Merchandising Curriculum—Associate in Science

Courses:		Credits
ADB 125	Human Relations in Administration	3
ADB 211	Human Resource Management	3
CIS 100	Introduction to Business Data Processing	3
ECO 201	Microeconomics	3
ENG 101	Basic Writing	3
ENG 102	Process Writing	3
ENG 103	Analytical Writing	3
ENG 212	Public Speaking	3
ENG 220	Business Communications	3
MAT 105	Merchandising Mathematics	3
MKT 113	Introduction to Marketing	3
MKT 222	Principles of Retailing	3
FMK 101	Basic Design and Color Theory	3
FMK 202	Fashion Merchandising	3
FMK 203	Retail Sales Promotion	3
FMK 204	Product Analysis and Design	3
FMK 490	Internship *	3
PSY 108	Introduction to Psychology	3
	Free Electives	3
	Liberal Arts Elective	6
		<hr/> 63

\* FMK 490 (Internship) may be taken during the summer between the first and second year or during the first semester of the second year.

Students anticipating transfer to a four year degree program should consult with their advisor regarding most effective use of liberal arts and free electives.

## Mathematics/Science Department

**Chairperson: Professor Alec Ingraham**

It is the conviction of the Mathematics Department that the ability to deal intelligently with quantitative information is a valuable asset in entering the business world. While the majority of businesses do not require a rigorous or extensive background, some knowledge of the types of problems that can be handled mathematically, some familiarization with techniques, and a critical numerical eye are valuable tools. Accordingly, the main emphasis in all courses is on problem solving, but it is hoped that

some students will appreciate mathematics as being more than a practical tool. Consequently, courses are tailored to suit the needs of the students and the major areas of study at New Hampshire College. Since each major requires a specified number of mathematics courses, the Mathematics Department accepts the responsibility for these and, in addition, offers a series of science liberal arts electives. Math elective courses are offered for those who wish to emphasize mathematics in their business education, and for those students who intend to take graduate business courses requiring more sophisticated mathematics.

## Certificate Programs

### Accounting

The certificate program in accounting is designed for those who need basic accounting skills for entry level positions in accounting departments; business offices; industry or service organizations; or state, county or municipal agencies. The certificate facilitates re-entry into the job market or prepares an employee for promotion or transfer within an organization. The major emphasis of the program is six courses in accounting (18 credits). Additional coursework is included to develop supporting skills. Here, emphasis is placed on the development of essential written and verbal skills.

Course #	Course Title
ACC 101	* Elementary Accounting I
ACC 102	* Elementary Accounting II
ACC 203	* Intermediate Accounting I
ACC 204	* Intermediate Accounting II
ACC 207	* Cost Accounting I
ACC 208	* Cost Accounting II
CIS 100	Introduction to Business Data Processing
ADB 215	Principles of Management
ENG 102	Process Writing
ENG 103	Analytical Writing
ENG 220	Business Communication
ENG 212	Public Speaking
BCM 341	Technical Report Writing
*Accounting Concentration Courses	
**Prerequisite for ENG 102 is ENG 101	

### Business Administration

The Business Administration Certificate program is designed for students who seek employment in the business office of small or medium-sized businesses, or those who operate or are contemplating opening a small business. It also facilitates the promotion of clerical personnel to management positions in business. The program covers a broad spectrum of business activities and related subjects. Emphasis is placed on accounting and the quantitative knowledge needed to run a business in a competitive, changing environment.

Course #	Course Title
ACC 101	Elementary Accounting I
ACC 102	Elementary Accounting II
MAT 110	Finite Mathematics I
MAT 111	Finite Mathematics II
CIS 100	Introduction to Business Data Processing
FIN 320	Introduction to Business Finance
ADB 206	* Business Law I
ADB 215	* Principles of Management
ADB 342	* Organizational Behavior
ADB 331	* Introduction to Operations Management
ADB 421	* Strategic Management & Policy
ENG 212	Public Speaking
* Business Administration Concentration Courses	

### Human Resource Management

The Human Resource Management Certificate Program is designed to develop the supervisory skills necessary for the effective use of human resources in an organization. The program emphasizes that employees can be influenced to work with, and not for the supervisor in the attainment of organizational goals. It also stresses the idea that effective human resource management is as important to productivity as the management of funds, materials and the production process. The twelve courses in this certificate program are designed to equip supervisors and managers with communication skills and skills needed to motivate and achieve an effective work force.

Course #	Course Title
ADB 125	* Human Relations in Administration
ADB 211	* Human Resource Management
ADB 215	* Principles of Management
ADB 225	* Compensation and Benefit Administration
ENG 102	Process Writing
ENG 103	Analytical Writing
ENG 220	Business Communications
ENG 212	Public Speaking
PSY 108	Introduction to Psychology
BCM 322	Oral Communication for Business
ADB 342	* Organizational Behavior
ADB 442	* Seminar in Human Resource Management and Development
CIS 100	Introduction to Business Data Processing
* Human Resource Management Concentration Courses	
** Prerequisite for ENG 102 is ENG 101	

### Materials Management Certificate

New Hampshire College offers a six-week course, eighteen-credit Certificate in Materials Management at the Salem, Nashua and Manchester Continuing Education Centers. The certificate courses also comprise a Materials Management Concentration within B.S. degree majors in either Business Studies or Business Administration. This way, students who pursue the certificate simultaneously earn credits toward a degree with direct pertinence to their careers. These programs are designed to complement professional society certifications, such as APICS' CPIM and intended for practitioners who seek to hone their professional skills and enhance their credentials framework, to provide a broad managerial perspective. They have been developed in cooperation with the Southern New Hampshire Chapter of the American Production and Inventory Control Society, the New Hampshire Association for Purchasing Management, Inc, and the Boston Chapter of the International Materials Management Society.

Course #	Course Title
CIS 100	Introduction to Business Data Processing
CIS 200	* Introduction to Systems
ADB 215	Principles of Management
ADB 331	* Introduction to Operations Management
ADB 332	* Purchasing Management
ADB 336	* Production Management and Control
ADB 347	* Inventory Management
ADB 355	* Manufacturing Resource Planning
MAT 110	Finite Mathematics I
MAT 111	Finite Mathematics II
* Materials Management Concentration Courses	

\*\* Prerequisites: The certificate courses require the following background courses at New Hampshire College or their equivalents in education or experience; Principles of Management; Introduction to Business Data Processing; Finite Math I and Finite Math II. Introduction to Operations Management should be completed before taking Production Management and Control, Inventory Management, or Manufacturing Resource Planning.

### Computer Programming

The certificate program in computer programming is designed for those who need basic programming skills for entry level positions in data processing. Completion of the certificate facilitates re-entry into the job market, opens up new job opportunities within a student's current organization, and/or provides untrained incumbents with the education they need to validate current positions. This program emphasizes COBOL, the most common computer language used by business. The student

also studies BASIC, RPG and FORTRAN. Additional courses are included to develop the student's written and verbal skills. Accounting is also studied because of the intense use of the subject matter in the computer field.

Course #	Course Title
ACC 101	Elementary Accounting I
ACC 102	Elementary Accounting II
ADB 215	Principles of Management
ENG 102	Process Writing
ENG 103	Analytical Writing
ENG 220	Business Communications
BCM 341	Technical Report Writing
CIS 100	* Introduction to Business Data Processing
CIS 125	* Advanced BASIC
CIS 220	* COBOL
CIS 325	* Advanced COBOL
CIS 320	* RPG II
CIS 200	* Introduction to Systems
* Computer Programming Concentration Courses	
** Prerequisite for ENG 102 is ENG 101	

### Business Finance

The Business Finance Certificate Program is designed for those who are presently employed in banks, insurance companies, credit unions, non-profit organizations and other organizations that must account for and maximize the return on funds entrusted to their care, or businesses that use quantitative methods in financial decision making. This certificate provides the minimum academic background necessary for entry into the field of Financial Management. The program stresses coursework in finance, mathematics, economics and accounting.

Course #	Course Title
ACC 101	Elementary Accounting I
ACC 102	Elementary Accounting II
MAT 110	Finite Mathematics I
MAT 111	Finite Mathematics II
MAT 220	Statistics
ECO 201	Microeconomics
ECO 202	Macroeconomics
FIN 320	* Introduction to Business Finance
FIN 220	* Introduction to Investments
ECO 306	* Money and Banking
FIN 324 (1)	* Security Analysis
ECO 402	* Business Cycles and Forecasting
* Business Finance Concentration Courses	
(1) Note: FIN 435, Financial Policy and Decision-Making, may be substituted for FIN 324. However, this substitution may increase the time needed to complete this certificate. FIN 320 is a prerequisite for FIN 435.	

### Office Technology

In the office of today there is no one more important than the secretary trained in office technology. By completing the one-year certificate program in office technology, you can be trained and proficient in basic skills such as typing and speedwriting, and fluent in the modern languages of word processing and other technological advances.

Course #	Course Title
CIS 100	Introduction to Business Data Processing
ACC 101	Elementary Accounting I
OAD 101	* Shorthand 1
OAD 102	* Shorthand 2
OAD 110	* Typewriting 1
OAD 111	* Typewriting 2
OAD 220	* Word Processing 1
OAD 233	* Records Management
* Office Technology Concentration Courses	

### Salesmanship

The certificate in salesmanship is intended for students who desire to move into positions in sales or who are already in sales but do not have the proper training. Courses in this program emphasize marketing/sales and verbal communications. Completion of this certificate program should facilitate access to entry level positions in sales and prepare students for future advancement in sales management.

Course #	Course Title
PSY 108	Introduction to Psychology
SOC 112	Introduction to Sociology
ADB 125	Human Relations in Administration
ENG 212	Public Speaking
BCM 322	Oral Communication for Business
BCM 437	Managerial Communications
MKT 113	* Introduction to Marketing
MKT 345	* Consumer Behavior
MKT 329	* Principles of Advertising
MKT 220	* Sales Management
MKT 235	* Sales and Persuasion
CIS 100	Introduction to Business Data Processing
* Salesmanship Concentration Courses	

### Restaurant Management

A career in the hospitality field is one with a future that holds exciting prospects for growth and personal satisfaction. During the past decade there has been an explosive growth in the service economy due to heightened business travel and convention activity. The Restaurant Management Certification assist a student planning to enter the service industry.

Course #	Course Title
ADB 215	Principles of Management
MKT 113	Introduction to Marketing
CIS 100	Introduction of Business Data Processing
ADB 317	Small Business Management
HRM 109	* Food Purchasing
HRM 110	* Quantity Food Production I
HRM 111	* Quantity Food Production II
HRM 319	* Restaurant Management
HRM 421	* The Operation of Energy, Security and Maintenance Systems in the Hospitality Industry

Electives—Select any two:

- HRM 422 Beverage Management and Control
- HRM 424 Wines and Beverages
- HRM 430 Management of Institutional Feeding Operations
- \* Restaurant Management Concentration Courses

## Guidelines for Certificate Worksheets

### Starting a Certificate Program:

Check off 'CERTIFICATE CANDIDATE' on a registration form, specifying the kind of certificate desired.

### Prior Credits:

Students may transfer credits from other accredited institutions for courses in which a minimum grade of 'C' was earned. Official transcripts should be submitted for analysis immediately after entering the certificate program. Students may also receive credit for equivalent prior learning by means of 'CLEP' or NHC institutional tests, or portfolio assessment. Consult an academic advisor for more details. PLEASE NOTE: Certificate candidates may use transfer or prior learning credits for no more than two of the concentration courses, since they must take four in residence at New Hampshire College.

### Prerequisites:

Various certificate courses require preparatory background. CIS 200 requires CIS 100, Introduction to Data Processing, or appropriate work experience with computers. When waived for certificate candidates with appropriate work experience, prerequisite courses still remain as requirements for degree candidates (but may be satisfied by transfer or prior learning credit awards).

### Time Limits:

Most certificate programs are scheduled so that concentration courses can be completed within one year, but students are free to determine their own pace.

### Satisfactory Performance:

Students must maintain a Cumulative Grade Point Average of 'C' (2.0 on a 4-point scale) to qualify for a certificate. All certificate course are standard 3-credit units, and demand the same time and effort as any B.S. degree courses.

## Worksheet Maintenance:

Although the Office maintains official records, each student is responsible for keeping this worksheet current by posting courses completed and grades awarded.

## Catalog:

In general, certificate students should follow the policies and procedures expressed in the Continuing Education Catalog, with only minor variations. For example, the same policies apply for withdrawals and refunds, grading and make-up classes. However, certificate students need not apply for admission, nor submit high school transcripts, nor pay a fee for the certificate.

## Certificate Conferral:

The student must advise the Continuing Education Office upon completion of all required courses. The formal certificate will normally be issued within three weeks.

## Credit Earned:

All credits earned in the certificate program are recorded on a student's transcript and may be applied to a Bachelor's Degree in Business Studies or Business Administration.

## Converting to Degree Candidate Status:

At any time a student can become a degree candidate by 1) applying for admission and 2) submitting official high school transcript (or copy of GED) plus official transcripts from any prior colleges.

## Combining Certificates:

Some courses are duplicated to different certificates. So, in addition to applying credits to a two- or four-year degree, it is also possible to take and combine courses to earn two or more certificates. Such combinations as suggested below can develop additional related skills.

Computer Programming	plus Accounting
Computer Programming	plus Business Administration
Salesmanship	plus Computer Programming
Salesmanship	plus Business Administration
Salesmanship	plus Business Finance
Accounting	plus Business Administration
Human Resource Management	plus Salesmanship
Human Resource Management	plus Computer Programming
Human Resource Management	plus Business Administration
Business Administration	plus Business Finance

## Notes of Interest

### Credits Earned:

All credits earned in the certificate program are recorded on a student's transcript and can be applied to a 2- or 4-year program.

### **Workload Involved:**

All courses are 3-credit college courses and demand the same time and effort from certificate students as is demanded from all other New Hampshire College students.

### **Satisfactory Progress:**

Students must maintain a cumulative grade point average of 'C' (2.0 on a 4 point scale) in order to qualify for this certificate.

### **Transfer Credits:**

A student can transfer a maximum of 18 credits into the certificate program. Only 'C' grades or better will be accepted. A student with prior college credits must submit official transcripts for our evaluation immediately after such student starts the certificate program.

### **Minimum Number of Courses:**

To earn a New Hampshire College certificate, a student must complete a minimum total of 18 credits (6 courses) at New Hampshire College which will include a minimum of 12 credits (4 courses) in the certificate concentration courses with asterisks.

### **Converting to Degree Candidate Status:**

At any time the student can become a degree candidate by (1) applying for admission to the college and (2) submitting an official high school transcript (or copy of GED) and official transcripts from a prior college.

## **NHC In England—The North London Polytechnic Program**

A valuable opportunity for learning at New Hampshire College is the semester in London program. Students who possess a superior grade point average attend classes with British students, as well as those from other nations, at the Polytechnic of North London. Situated in central London, the Polytechnic offers NHC students a wide variety of courses. Travel is encouraged and there is usually time in students' schedules for travel throughout Great Britain and Europe.

Professor James Grace, Director of the London Program, works closely with students in planning their semester abroad. The program is open to juniors and seniors with a minimum grade point average of 2.50. Applicants apply in the second semester of their sophomore and junior years if they wish to be considered for the following academic year. Openings are limited and the applicant's academic record is critical for selection. Students contemplating applying for the program should see Dr. Grace early in their sophomore year.

Professor David Morgan directs the program for the Polytechnic. He teaches the Contemporary Britain course, required of all students attending the program. He also

assists in selecting other appropriate courses and makes arrangements for housing. The courses use the English system of evaluation requiring written papers rather than tests or quizzes. NHC credit is given for each course taken in England.

Students attending the Polytechnic of North London have an opportunity to spend the fall semester of the junior or senior year in a cosmopolitan world capital known for its many theaters, museums and other cultural opportunities. The course on Contemporary Britain helps students appreciate their new cultural experience. The Polytechnic of North London, one of the largest Polytechnics in Great Britain, offers a wide range of courses in business, humanities, social science, and natural science. Besides receiving New Hampshire College credit for courses at the Polytechnic, students also receive any financial aid they would have normally received had they spent the semester on the NHC campus. NHC students stay in Central London. Central London, with its multiple cultural opportunities and the West End, with its shopping and entertainment areas, are only minutes away from the Polytechnic. Students who have participated in past programs have returned from London with praise for the facilities and for the overall experience.

## **New Hampshire College Program At Lansdowne College**

The Lansdowne College program at New Hampshire College provides the opportunity for a New Hampshire College student to continue his or her studies while resident at Lansdowne College, London, England. To achieve these ends, both institutions, New Hampshire College and Lansdowne College, mutually plan for a slate of courses that meet the needs of students who apply to the program. Selection criteria for admission to the program include: good academic standing, emotional and social maturity, intellectual and emotional growth potential.

The program is primarily designed toward students who will be in either their sophomore or their junior year. Students may apply for a half year or a full year residency at Lansdowne. Although selected students are assured that they will proceed at a normal pace in their curriculum each student is encouraged to sample the curriculum fare of Lansdowne College, particularly in those areas where Lansdowne has its own unique strengths. Each student is encouraged to take Lansdowne elective courses which provide an international perspective. While studying at Lansdowne College, students reside in Lansdowne College housing.

## Basic Studies Program

The Basic Studies Program provides a structured living and learning environment for a limited number of freshmen. The program's purpose is to assure that students acquire all the skills necessary, not only in the freshman year, but succeeding as well. The Basic Studies Program offers courses that are identical to the regular freshman courses. Full college credit is awarded for courses in the Basic Studies Program. The significant difference, however, is that while a typical course meets for three hours each week, Basic Studies courses meet for five hours. The additional two hours are devoted to study skills instruction, structured study, tutorial and other assistance to assure that, for each student, the freshman year is academically sound and complete.

Students enrolled in the program live in a designated dormitory on South Campus. The dormitory atmosphere, while warm and friendly, maintains a climate of quiet and mutual support to assure that both the academic and social aspects of collegiate life get appropriate attention. Application to, or inquiries about the New Hampshire College Basic Studies Program should be directed to the undergraduate school admission office.

## Course Descriptions

### NHC 100 PRO Seminar (3 credits)

This course is for Continuing Education students re-entering the educational system. Topics covered in this seminar include self-knowledge, establishing personal goals, developing effective study skills, beginning the development of research skills, and practice in communication skills.

## Accounting

### ACC 101 and 102 Elementary Accounting (2 semesters-3 credits each semester)

Elementary Accounting is a two semester course designed to:

- Introduce the student to the need for accounting in business and its relevance to society.
- Develop an understanding of the basic financial statement used by business.
- Develop an understanding of the composition of basic asset, liability, equity, and income determining accounts, in accordance with current accounting concepts and principles.
- Introduce the student to the fundamental mechanics of accounting for proprietorships, partnerships, and corporations. Success in the first semester is a prerequisite to the second semester. Success in both will enable the student to pursue advanced subjects. Offered every year.

### ACC 203 and 204 Intermediate Accounting (2 semesters-3 credits each semester)

This course covers an intensive examination and analysis of the accounting theory for assets, liabilities and stockholders' equity essential for the development and understanding of financial statements. The underlying concepts of matching revenue and expenses for the determination of net income are stressed. Particular emphasis is placed on the study and application of APB opinions and FASB opinions along with problem solving. Prerequisite: ACC 102. Offered every year.

### ACC 207 and 208 Cost Accounting (2 semesters-3 credits each semester)

This course examines in depth the accounting concepts and practices used in the recording, classifying and reporting of cost data. An analysis is made of the behavior of costs, and their use to management in the planning and control process. Budgeting, standard cost, job order and process are examined, along with special problems in cost accounting. Prerequisite: ACC 102. Offered every year.

### ACC 214 Management Accounting (3 credits)

This course emphasizes the analysis, reporting and use of accounting data as a management tool in the planning and control process. Prerequisite: ACC 102. Offered every year.

### ACC 305 and 306 Advanced Accounting (2 semesters-3 credits each semester)

Advanced Accounting includes a comprehensive examination and analysis of the accounting principles and procedures applicable to special areas of business. The topics covered are partnerships, consignments, installment sales, branches, business combinations, consolidations, bankruptcy, foreign exchange, and estates and trusts. Particular emphasis is placed on problem solving. Prerequisite: ACC 204. Offered every year.

### ACC 322 Institutional Accounting (3 credits)

This course covers the accounting principles and procedures applicable to governmental and not-for-profit institutions. Prerequisite: ACC 208. Offered every year.

### ACC 411 Auditing Principles (3 credits)

An in-depth examination of audit programs and procedures, the importance of reviewing internal controls, as required during the course of a regular audit engagement, is stressed. Prerequisite: ACC 306. Offered every year.

### ACC 415 Federal Taxation 1 (3 credits)

A detailed presentation is made of the theory and practice applicable in the preparation of federal income tax returns for individuals. Prerequisite: ACC 102. Offered every year.

### **ACC 416 Federal Taxation II (3 credits)**

A detailed presentation is made of the theory and practice applicable in the preparation of federal income tax returns for corporations, partnerships, estates and trusts. Prerequisite: ACC 415. Offered every year.

### **ACC 490 Internship (6 credits)\***

This program provides an opportunity to work in public, private or governmental accounting in a supervised and structured work experience. Prerequisite: Consent of the Director of Cooperative Education. Offered every year.

\*Request for additional credits made by the Career Development Center and approved by the Accounting Department which is as follows: \*3 credits for 240 hours, 6 credits for 480 hours.

## **Business Administration**

### **ADB 110 Introduction to Business (3 credits)**

ADB 110 introduces basic business functions and how businesses are owned, managed and controlled. Elements of a business are integrated to reflect how each interacts with the other to provide the concept of a system background. A broad background in business practices, principles, and economic concepts are discussed and provide the basis for use in more advanced courses. Offered every semester.

### **ADB 125 Human Relations in Administration (3 credits)**

Human relations skills needed by managers to develop effective interaction skills which contribute directly to effective human resource management and development of higher productivity are studied. Skill areas include leadership, motivation, communications, group dynamics, organizational development, management by objectives, stress and time management. Students learn techniques for becoming more effective managers, subordinates, peers and persons. Offered every semester.

### **ADB 206 Business Law I (3 credits)**

The background, foundation and structure of the United States legal system are examined. In addition, the following topics are explored: torts, product liability, criminal law, contracts, sales. Offered every semester.

### **ADB 211 Human Resource Management (3 credits)**

This course gives the student a general survey of organizational behavior, especially the central ideas of motivation, perception, communication, group dynamics, leadership, organizational change, structure, culture, and environment and other applications to understanding and influencing behavior in contemporary organization. Offered every year.

### **ADB 212 Risk and Insurance (3 credits)**

This course features a comprehensive study of economic risk and risk management to enable the student to become capable of making decisions and taking action relative to risk in the field of business as well as in his own personal affairs. Basic types of insurance will be studied such as life, casualty, fidelity, surety, fire and allied field as well as social insurance. Offered every spring.

### **ADB 215 Principles of Management (3 credits)**

This course is designed to examine the fundamentals and principles of management so as to develop in each individual an understanding of management in any formal organization. Special attention is addressed to planning and decision-making. Offered every semester.

### **ADB 233 Real Estate (3 credits)**

This comprehensive real estate course deals with all the aspects of real estate necessary to operate as a real estate salesman or broker. Offered every year.

### **ADB 307 Business Law II (3 credits)**

The study begun in Business Law I continues as the following topics are explored: commercial paper, real and personal property, creditor's rights and bankruptcy, agency, business organizations, estate planning and government regulation of business. Prerequisite: ADB 206. Offered every year.

### **ADB 308 Administrative Law (3 credits)**

Government agencies have had in recent years an ever-increasing influence on business operations and decision-making. This course examines the need for these agencies and the particular roles certain agencies play in our society. In addition, this course explores the following topics: consumer protection, environmental law, antitrust law, labor law. Prerequisite: ADB 206. Offered every two years.

### **ADB 317 Small Business Management (3 credits)**

The problems involved in starting and operating a successful small business, selecting the location, determining how to borrow money, budgeting, and credit are discussed. Emphasis is on developing a comprehensive business plan. Prerequisites: ACC 102, MKT 113, and ADB 110. Offered every year.

### **ADB 320 Entrepreneurship (3 credits)**

This course focuses on the factors contributing to the personal success of entrepreneurs, and on the personal and professional qualities of the successful entrepreneur, a unique person who makes a major contribution to the health and wealth of the nation. Case studies, contemporary readings and simulations are used. Prerequisite: ADB 110. Offered every two years.

**ADB 322 Managing Organizational Change**  
(3 credits)

This course focuses on the effective management of human resources during the process of change. It emphasizes change management as a tool for survival, growth, increasing productivity and conflict management in the complex and volatile business environment of today and the future. Prerequisite: ADB 215 and Junior standing. Offered every two years.

**ADB 324 Managing Productivity in Organizations**  
(3 credits)

Productivity Management, crucial to efficient resource allocation and effective human resource management, is analyzed. Major factors affecting productivity and strategies for effective management are covered through the use of contemporary exercises and simulations. Prerequisite: ADB 125 and Junior standing. Offered every two years.

**ADB 325 Compensation and Benefit Administration**  
(3 credits)

This course covers the development and administration of compensation and benefit programs for organizations. Wage theory, principles and practices, unemployment security, worker income security, group insurance, and disability and pension plans are investigated. Emphasis on objectives, policies, organization, implementation and revision of compensation and benefit systems are studied. Prerequisite: ADB 211 and junior standing.

**ADB 326 Social Environment of Business** (3 credits)

This course introduces the student to the study of economics, culture, government, technology, international relations, and labor as they affect business decision-making. The social responsibility of the manager in formulating operational policies is stressed. Offered every semester.

**ADB 328 Organizational Leadership** (3 credits)

This course emphasizes the need for leadership, an interpersonal and intraorganizational phenomenon, in organizations today, and in the future. It includes leadership assessment, leadership development, the leadership process, the contagious nature of leadership, leadership and productivity and motivational, effective leadership styles and theories. Current readings, research, simulations and exercises are used. Prerequisite: ADB 125 and Junior standing. Offered every two years.

**ADB 331 Introduction to Operations Management**  
(3 credits)

This introductory course in operations and production management considers the evolution of the modern operations function, design of the system supervision scheduling, materials management and the provision of services. Prerequisites: ADB 110, ECO 201, ACC 102, MAT 111. Offered every semester.

**ADB 332 Purchasing Management** (3 credits)

This course provides a sound introduction to both the techniques employed by professional purchasing executives and the management of a purchasing department. It covers: 1) the role of the purchasing function, and its potential contribution to profitability; 2) their techniques of professional purchasing; and 3) the development of long-term supply strategies, and the organization and control of a purchasing department to implement the strategy. Offered every two years.

**\*\*\*\*ADB 336 Production Management and Control** (3 credits)

The system and techniques used for the management and control of production operations are studied. Key areas to be covered will include priority planning, shop floor control, capacity planning, and advanced manufacturing techniques. Prerequisite: ADB 331

**ADB 338 The Multinational Corporation**  
(3 credits)

This is a study of the management of five operations: planning international objectives and strategies; multinational corporate structures; corporate skills for international operations; managerial communications and control of multinational organizations; and administrative practices and operating policies of the multinational corporation. Prerequisite: ADB 215. Offered every two years.

**ADB 342 Organizational Behavior** (3 credits)

The focus is on the class as a real organization with direct attention given to roles, norms, rewards, leadership styles and power authority relationships. Prerequisite: ADB 125. Offered every semester.

**\*\*\*\*ADB 347 Inventory Management** (3 credits)

The concepts of inventory control and logistics are examined. Topics include inventory replenishment techniques, distribution requirements planning, traffic management, warehousing, organizational factors and communications. Prerequisite: ADB 331



**\*\*\*\*ADB 355 Manufacturing Resource Planning**  
(3 credits)

This capstone course integrates the functions of marketing, sales, finance and manufacturing with the resources of systems people, materials and capacity to form a comprehensive operating strategy. Focus is on the relationships between MRP I and MRP II. Prerequisite: ADB 331

**ADB 392 International Internship** (3 credits)

This exciting work-study experience allows a student to spend six weeks overseas working for one of the leading distribution firms in such places as Denmark, England, Belgium, Germany, France and Hong Kong. It serves as a dual cultural/business preparation for the world of international business. Prerequisite: Consent of the Director of Cooperative Education. Offered every year.

**ADB 394 Management Practicum** (6 credits)

This is an independent work program for upper-level students, providing a relevant link between classroom learning and "real-world" experience. The program is based on a student's analysis and presentation of a proposal, in consultation with both the employer and the college; this proposal must be approved in advance. Successful completion of the project is the basis for the six-credit value. Course is available only to students who are Bachelor of Science degree candidates in Management, Business Studies or Marketing and have either two business or free electives available on their worksheet. Offered once a year.

**ADB 420 Management Decision Making**  
(3 credits)

This quantitative approach to business decision-making covers linear programming, queuing theory, transportation problems, optimization procedures, game theory and economic lot and order size problems. Prerequisites: FIN 320 or FIN 435, ADB 110, ACC 102, MAT 220. Offered once a year.

**ADB 421 Strategic Management and Policy**  
(3 credits)

This interdisciplinary approach to the study of the process of strategic management includes strategic analysis planning, implementation, evaluation and control from the perspective of top management in profit making U.S. and international corporations and public and not-for-profit organizations. Text and case studies. Prerequisites: ACC 102, MKT 113, FIN 320 or FIN 435, and Senior standing or permission of the instructor. Offered every year.

**ADB 442 Advanced Seminar in Human Resource Management and Development** (3 Credits)

This capstone course, which must be taken as the final course in the Human Resource Management concentration of the Business Studies major, examines contemporary issues in Human Resource Management resulting from new and changing legislation, demands of the work place, and emerging quality of work and life trends. Prerequisite: ADB 211. Offered every two years.

**ADB 460 Seminar in Organizational Behavior**  
(3 credits)

The content of this course varies from semester to semester. It focuses on contemporary and changing issues in the field and explores special topics in depth. Readings, research, and case studies are used in the study of such topics as Managing Change, Leadership in Large Corporations, Management and Productivity, Managerial Forecasting, Business Ethics, The Responsible Use of Power, and Management of Conflict. Prerequisites: ADB 342 and permission of instructor. Offered every two years.

**ADB 480 Independent Study** (3 credits)

This course allows the student to investigate any economic or business subject not incorporated into the curriculum. By permission of the instructor, Department Chairperson and Academic Dean. Offered every semester.

**ADB 490 Management Internship** (12 credits)

This is a supervised semester's career-related work experience. A final written analysis of the work program or specific project report plus monthly on-the-job reports aid the student in relating academics to practice. Prerequisite: Consent of the Director of Cooperative Education. Offered every year.

## **Computer Information Systems**

**CIS 100 Introduction to Business Data Processing**  
(3 Credits)

This course functions as the basic computer literacy course for all NHC students by ensuring a given level of understanding of computer concepts and by serving as the foundation for further academic and/or vocational computer-related education. The major components of a computer system, including hardware, application software, systems editors and compilers, and the structure of data and storage are included. Offered every year.

**CIS 120 FORTRAN** (3 credits)

This course gives the student the opportunity to develop his/her programming logic. The design of algorithms are emphasized along with the methodology of handling direct files, multidimensioned tables, functions, and subroutines. The student should acquire the knowledge to supply management with quantifiable information in the management science area. Prerequisite: CIS 100. Offered as needed.

### **CIS 125 Advanced BASIC (3 credits)**

This course builds on the introduction to BASIC programming taught in CIS 100. The design of algorithms, manipulation of string arrays, multidimensional tables and sequential file building and updating are major course components. Students will be involved in writing programs of increasing complexity throughout the course. Prerequisite: CIS 100. Offered every year.

### **CIS 200 Introduction to Systems (3 credits)**

This course introduces students to the concepts of the system lifecycle and the management of both CIS and non CIS projects. It helps students develop an awareness of the process and activities necessary to define, approve, acquire, and manage computer information systems. CIS 200 also develops the student's understanding and perception of the relationships that exist between information and organization structures and computer systems. Prerequisites: CIS 100, ENG 102, ACC 102. Offered every year.

### **CIS 220 Principles of COBOL (3 credits)**

This course is an introduction to computer programming in a business environment using COBOL. It is arranged so that students begin writing programs early in the semester. Programs of increased complexity are introduced as the course is developed. Emphasis is given to the fundamentals of structured program design and organization. The course includes discussion and application of top-down design strategies, structured techniques for designing and developing problem solutions, language syntax, data and file structures, sequential and indexed file handling using COBOL, and an overview of advanced features of COBOL. Operating systems facilities for developing and implementing batch programs for report generation, input editing, and file updating are included. Prerequisite: CIS 100. Offered every year.

### **CIS 230 "C" - A Programming Language (3 credits)**

This course is designed to introduce the students to block structures reinforcing the structure programming techniques learned in COBOL. This language is a cross between a high level and an assembly level language and is heavily dependent on the use of functions. Students will be involved in writing programs of increasing complexity throughout the course. Prerequisites: CIS 200 and CIS 240 or CIS 242. Offered as needed.

### **CIS 240 Systems Hardware (3 credits)**

This course introduces the student to computer architecture and design techniques. Various hardware components for microcomputers, minicomputers and mainframes are covered. Prerequisite: CIS 125. Offered every year.

### **CIS 241 Systems Software (3 Credits)**

Today and tomorrow's data processing environment requires the use of large, mini and micro systems working independently and together. This necessitates multiple levels of systems software to manage these resources starting from a simple uniprocessor to a sophisticated network of hardware and software. This course acquaints the student with the understanding of the design rationale, and the implementation for resource management within a computer-operating system. It deals with the purpose of an operating system, management techniques (ex. techniques memory management, processor management, device management, data management and network management, generally used by an operating system, how these techniques are implemented and how to communicate with an operating system, system generation, control languages such as JCL, etc.). Prerequisite: CIS 125. Offered every year.

### **CIS 242 Hardware/Software (3 credits)**

This course introduces the student to computer architecture and system software used in mainframes, mini and microcomputer environments. The purpose of registers, storage locations (real and virtual), channels and control units are studied. System software (operating systems) functions and their relations to hardware units are emphasized. Prerequisite: CIS 125. Offered every year.

### **CIS 300 Advanced Systems Design (3 credits)**

This course comprises an in-depth study of structured analysis and design techniques, utilizing lectures, independent systems research and bi-weekly student reports. Students will present system analysis and design results as elements of data flow concepts, incorporating data dictionaries, system and subsystem interrelated design requirements, and detailed testing procedures. Prerequisites: CIS 200, CIS 242, or CIS 240, CIS 241. Offered every year.

### **CIS 305 Microcomputer System (3 credits)**

This course examines the role of microcomputers in modern information systems. Students are introduced to microcomputer hardware and software including operating systems and selected applications. Design and selection of microcomputer systems are included. The use of microcomputers in personal, small business, and corporate environments are explored. Prerequisite: CIS 200, junior standing. Offered every year.

### **CIS 320 RPG (3 credits)**

This course illustrates a problem-oriented language typical of those used by many organizations. Within this framework, the emphasis is placed on the building and updating of Index-Sequential Files. Multiple record types, matching records, and level breaks unique to RPG are addressed. Prerequisite: CIS 220. Offered every year.

### **CIS 325 Advanced COBOL (3 credits)**

Advanced COBOL continues the material covered in the Principles of COBOL. The topics of program structure, cohesion, and design are included. Additional language features, including the REPORT WRITER and the features necessary for various types of file processing are introduced. Structured design and programming concepts are emphasized throughout the course and the student is introduced to structured walk-throughs. Prerequisites: CIS 220, CIS 242, or CIS 240 and CIS 241. Offered every year.

### **CIS 330 Data Base Management Systems (3 credits)**

The storage and retrieval of data is considered by many to be a major problem area in data processing. This course acquaints the student with the patterns of thought necessary to understand hierarchical (tree), network (plex) and relational data-base management systems. The logical, conceptual and physical aspects of a DBMS are detailed and studied and placed in proper perspective. Areas such as the design and use of a data dictionary, function of a data base administrator, and necessary DBMS languages are also considered. A student enrolling in this course has dealt with the physical aspect of data files, sequential, indexed and randomly organized files. Therefore, it is necessary to cover the physical aspect of DBMS design, (inverted lists, pointer "files"). The purpose of this coverage is only to clarify the concepts of a DBMS vs. standard accessing. Prerequisite: CIS 300. Offered every year.

### **CIS 360 Computer Simulation and Modeling for Business (3 credits)**

This provides the student with an understanding of fundamental computer simulation and modeling techniques used in business along with practical hands on computer exercises. Students formulate and run simulation programs using scientific languages such as BASIC, FORTRAN, or PASCAL and simulation languages such as GPSS and DYNAMO. Prerequisites: CIS 125, MAT 210, MAT 220. Offered every year.

### **CIS 370 Assembler Language Programming (3 credits)**

CIS 370 is an in-depth presentation of the IBM 370 Basic Assembler Language on the college's IBM 4341 mainframe. Included are decimal and floating point arithmetic, I/O under OS and DOS, macros and conditional assembly. Prerequisite: CIS 240 or CIS 242. Offered as needed.

### **CIS 375 Pascal (3 credits)**

This course develops a strong foundation in structural programming style readability, logic, and documentation using Pascal. The orientation is accomplished via lectures,

classroom discussions and programming assignments. Prerequisites: CIS 125, MAT 210, MAT 220. Offered as needed.

### **CIS 390 Internship (3 credits)**

Students will spend from 25 to 40 hours per week for a minimum of 14 weeks with one organization in a CIS position. He or she will receive three CIS elective credits for successful completion of the internship. This success is determined by the work supervisor of the student, the Director of Cooperative Education and the Chairperson of the CIS department. Prerequisite: Consent of Director of Cooperative Education. Offered every year.

### **CIS 400 CIS Project and Policy (6 credits)**

This course applies systems design and systems support concepts, to the development of a comprehensive computerized decision support system utilizing mainframe and microcomputers. A team approach is used to analyze, design, implement and document realistic systems of moderate complexity. Prerequisites: CIS 300, CIS 325, CIS 330, CIS 360, CIS 370. Offered every year.

### **CIS 401 MIS Project and Policy (6 credits)**

Application of on-line computer programming and system development concepts, principles and practices to a comprehensive system development project are covered. A team approach is used to analyze, design, implement and document realistic systems of moderate complexity. Prerequisites: CIS 300, CIS 320, CIS 325, CIS 330. Offered every year.

### **CIS 402 MAS Project and Policy (3 credits)**

This course requires MAS students to design, develop, and document a computer based accounting information system. It includes an in-depth feasibility analysis of a broad array of accounting packages. Prerequisite: CIS 330. Offered every year.

### **CIS 440 Data Communications and Networks (3 credits)**

This course is directed to the understanding of data communications hardware, software, applications, terminology and the usage of all in both a real time or RJE environment. Prerequisites: CIS 300, CIS 330, senior standing. Offered every year.

## **Business/Marketing Education**

### **EDU 200 Introduction to Education (3 credits)**

This course gives the student an overview of American education through analysis of its historical and philosophical roots. Contemporary issues in American education are emphasized. Offered every year.

**EDU 201 Educational Psychology (3 credits)**

This course emphasizes the nature of human learning, with a study of the concepts of readiness, motivation, retention, individual differences, development, reasoning, and measurement in relation to the learning process. Consideration of the concepts of psychological principles of testing and learning technology are also emphasized. Prerequisite: PSY 108. Offered every year.

**EDU 290 Field Experience (3 credits)**

Field experience provides future teachers with varied educational and business experience appropriate to the major teaching area. Typical experience includes working as teaching assistants and visitations to a variety of schools. Periodic written reports are required throughout internship. Offered every semester.

**EDU 300 Principles of Business and Vocational Education (3 credits)**

The field of business education- its curriculum, levels, facilities, materials, research and issues- is studied. Emphasis is on current practices in business education. Offered every year.

**EDU 301 Evaluation, Measurement and Testing (3 credits)**

This course is concerned with the principles of measurement and evaluation. The use of basic statistical concepts is discussed. The use of standardized and teacher-made tests are also examined. Prerequisite: MAT 111. Offered every year.

**EDU 311 Methods of Teaching Typing and Word Processing (2 credits)**

This course studies the methods of instruction, skill building techniques, selection and preparation of instructional materials, standards of achievement, and evaluation and measurement of pupil progress in typing, keyboarding, and word processing. Prerequisite: OAD 110. Offered as needed.

**EDU 312 Methods of Teaching Shorthand and Office Procedures (2 credits)**

The methods of instruction, selection and preparation of instructional materials, standards of achievement, and techniques of evaluation and measurement of pupil progress in shorthand and transcription are analyzed. Prerequisite: OAD 101. Offered as needed.

**EDU 313 Methods of Teaching Accounting and General Business (3 credits)**

This course studies the methods of instruction, selection and preparation of instructional materials, standards of achievement, and evaluation and measurement of pupil progress in the areas of bookkeeping/accounting, data processing, and basic business courses. Prerequisite: Junior standing. Offered every year.

**EDU 314 Coordination of Realistic Work Experience (3 credits)**

This course examines the philosophy and objectives of cooperative vocational education and other work experiences, methods of selecting students and work stations, preparation of instructional materials, placing and supervising students on part-time jobs, evaluating work stations, advisory committees, and the public relations aspects of cooperative education. Prerequisite: Junior standing. Offered every year.

**EDU 315 Methods of Teaching Marketing Education (3 credits)**

The methods of instruction, selection and preparation of materials, and evaluation of student progress in the area of Marketing Education are covered. Prerequisite: Junior standing. Offered as needed.

**EDU 490 Student Teaching (15 credits)**

Business and/or Marketing Teacher Education majors have the opportunity to participate in one semester of full-time practice teaching at nearby public schools. During this semester, the student teacher receives close and continuous supervision and guidance from teaching personnel at the local school and by a member of the New Hampshire College faculty. In-school seminars are also held. Prerequisite: Senior standing. Offered every semester.

**Secretarial Science/Office Administration****OAD 101 Shorthand (3 credits)**

To give the student a thorough knowledge of fundamentals of speedwriting, emphasis is placed on good shorthand penmanship, accurate proportion and legibility, and mastery of basic vocabulary. Offered every fall.

**OAD 102 Shorthand 2 Dictation: 60-80 Words per Minute and Transcription (3 credits)**

Designed to increase the student's shorthand vocabulary, emphasis is on developing speed and accuracy in typing mailable transcripts. Prerequisite: OAD 101 or permission of Department Chairperson. Offered every spring.

### **OAD 110 Typewriting 1 Theory and Speed up to 35 Words per Minute (3 credits)**

Correct posture at the machine, parts of the typewriter and their uses, and development of touch techniques with emphasis in the formation of correct habits as a foundation for speed and accuracy are discussed. This course focuses on basic letter forms, tabulations, and manuscripts. Offered as needed.

### **OAD 111 Typewriting 2 35-50 Words per Minute (3 credits)**

Arrangements of business letters and envelopes, carbon copies, stencils, and masters, tabulation and statistical matter, and rough drafts are included as drills to increase speed and accuracy. Prerequisites: OAD 110 or permission of Department Chairperson. Offered as needed.

### **OAD 112 Keyboarding for Information Processors and Microcomputers (1 credit)**

Designed as a 20-hour course, keyboarding prepares students for the growing variety of jobs which require keyboarding skills to input information accurately and quickly. Keyboarding is for data processing students who cannot type by touch; for students interested in positions as data entry operators; for managers with executive work stations, for people in many occupational areas (medicine, law, sales, accounting, travel industry, farming, education) now requiring keyboarding skills. Alpha, number and symbol keys are taught, stressing accuracy and increased speed at the keyboard. Grading is pass-fail.

### **OAD 220 Word Processing 1 (3 credits)**

The application of Word Processing Systems and transcription skills in today's offices are reviewed. Students learn machine transcription, dictation, magnetic typewriters, memory typewriters, the IBM System 6, and text editors. Prerequisite: OAD 110. Offered every semester.

### **OAD 221 Word Processing 2 (3 credits)**

Students learn more word processing equipment such as DECWP/8 as well as microcomputers. They learn management skills in correspondence or administrative tasks by implementing a word processing center. Prerequisite: OAD 220. Offered every semester.

### **OAD 230 Office Simulation (3 credits)**

Fundamental skills and knowledge in the operation of basic office machines, filing, letter and memo writing, and human relations are examined. Efficiency, organization, and versatility are stressed, and application of the basic skills learned in all previous secretarial courses is the thrust of this course. Students role-play in an office environment from the manager to the clerk. Offered as needed.

### **OAD 231 Office Administration I (3 credits)**

Students learn the general functions of an office manager's job: organization, policies, and communication principles. Also, the concrete areas of office location, workflow and layout, environment furniture and equipment, forms and records, and data and word processing are studied. Offered every year.

### **OAD 232 Office Administration 2 (3 credits)**

Students learn the basic principles and processes to staffing, training, working with the handicapped, and motivating the office worker to improve morale. Systems and procedures, job evaluations, job standards, and management reports are studied. Offered every year.

### **OAD 233 Records Management (3 credits)**

Students learn how to maintain useful records for business by controlling the output of an abundance of information and documents, and organizing and maintaining records so that they are readily available and easily accessed when needed. Prerequisite: CIS 100 or OAD 220. Offered every year.

## **Economics**

### **ECO 201 Microeconomics (3 credits)**

This course examines the role of economic systems in allocating scarce resources to satisfy the needs and wants of individual members of a society. After a brief exposure to alternative economic systems, the focus becomes the nature and performance of American capitalism. Primary emphasis is placed upon the development of models which explain the behavior of consumers, producers, and resource suppliers in various market structures. Offered every semester.

### **ECO 202 Macroeconomics (3 credits)**

This course explores the manner in which the overall level of output and income is determined in a market-oriented economy. The role of fiscal and monetary policy in influencing the level of economic activity is a major area of study. In addition, the impact of international transactions on the domestic economy is discussed. Offered every semester.

### **ECO 301 Managerial Economics (3 credits)**

This course applies economic theory and quantitative techniques in the solution of business decision problems. The principal economic framework is that of microeconomics and covers such topics as demand, production, cost, and market structures. Regression and linear programming are the main quantitative tools developed in the course. Computer applications are a required part of the course. Prerequisites: ECO 201, ECO 202, ACC 102, and MAT 220. Offered every semester.

### **ECO 306 Money and Banking (3 credits)**

This course covers three broad areas. The first is the banking industry, its regulation and internal operations. The second area is the banking industry in the national economy. This includes monetary policy and its macroeconomic effect on prices, employment and growth. International banking is the third area covered and includes an overview of institutional arrangements and the effects of international banking on the world economy. Prerequisites: ECO 201, ECO 202, ACC 101. Offered every semester.

### **ECO 308 U.S. Economic History (3 credits)**

The course examines the changes in United States economic development from a colony in the era of mercantile capitalism to a global power in the era of industrial capitalism. Other focal points are historiography and the role of government in economic development. Prerequisites: ECO 201, ECO 202, HIS 213 or HIS 214. Offered every two years.

### **ECO 314 Labor Economics (3 credits)**

This is a theoretical survey course on labor in the U.S. economy. Starting with an analysis of labor markets, including the development of labor supply and demand functions, the course proceeds to examine models of dual and segmented labor markets. Also covered is an analysis of the labor process from the focal point of production rather than exchange. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 315 Labor Relations and Arbitration (3 credits)**

This course examines union-management relationships. Elements of a good union-management contract, the law, and the role of the arbitrator are emphasized. Prerequisites: ECO 314 or ADB 211. Offered every two years.

### **ECO 322 International Economics (3 credits)**

The course examines the basis for international trade and the mechanisms involved in international finance. The implications for United States industries, as well as the national economy, are also examined. Prerequisites: ECO 201, ECO 202. Offered every year.

### **ECO 327 Economic Development (3 credits)**

The economic explanations for development and underdevelopment are examined. Problems faced by less-developed countries attempting to develop are covered as well as alternative approaches to these problems. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 330 Public Finance (3 credits)**

The economic rationale for government provision of goods and services in a market system are examined. In addition, efficiency criteria for evaluating government programs are explored. Tax policy and the current U.S. tax structure are also studied. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 335 Urban and Regional Economics (3 credits)**

This course looks at the causes of urbanization and the growth of regional economies. Problems arising from urbanization, their effects on local economies, and the government's role in solving these problems are explored. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 340 Comparative Economic Systems (3 credits)**

This course examines alternative economic systems ranging from planned systems to non-planned and mixed systems. The systems of the major developed and developing countries are studied. In addition, the elements and problems that go into "putting an economic system together" are explored. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 345 History of Economic Thought (3 credits)**

The course analyzes the evolution of economic theory. Schools of thought covered include mercantilism, classical political economy, Marxist political economy, neo-classical and Keynesian economics, as well as institutionalism. Prerequisites: ECO 201, ECO 202. Offered every two years.

### **ECO 402 Business Cycles and Forecasting (3 credits)**

The course emphasizes the underlying theory of business cycles and the application of this theoretical structure to forecasting business conditions and economic activity in general. Advanced concepts in macroeconomics provide the basic economic models. The forecasting aspect of the course encompasses classical regression, time-series analysis, and some contemporary methods. Computer implementation of some of these techniques will be an integral part of the course. Prerequisites: ECO 201, ECO 202, MAT 220. Offered every spring.

### **ECO 480 Independent Study (3 credits)**

This course allows the student to investigate any economic or finance subject not incorporated into the curriculum. By permission of instructor, Department Chairperson and Academic Dean. Prerequisite: MAT 220. Offered every year.

### **ECO 490 Internship (12 credits)**

The Economics/Finance internship is a semester of supervised career-related work experience. The student is required to prepare monthly on-the-job reports and also prepare a final written analysis in a case study format. Prerequisite: consent of the Director of Cooperative Education. Offered every year.

## Finance

### \*\*\*\*FIN 101 Personal Finance (3 credits)

This course introduces the student to the concepts involved in budgeting, capital budgeting, cash flow, and investments at the personal level. The course also provides valuable practical knowledge in the field of personal finance.

### FIN 220 Introduction to Investments (3 credits)

Various investment vehicles, including stocks, bonds and commodities, are introduced and examined. The course emphasizes the investment decision-making process that underlies all investment decisions. Prerequisites: ACC 102, MAT 111 or MAT 150. Offered every semester.

### FIN 320 Introduction to Business Finance (3 credits)

This course is designed to survey the corporate finance discipline, to examine the financial management of corporations, to develop skills necessary for financial decision-making, and to acquaint students with money and capital markets and institutions. Prerequisites: ACC 102, MAT 111. Offered every semester.

### FIN 324 Security Analysis (3 credits)

Student projects involve both stock and bond technical and fundamental analysis. Industry and company financial analysis are also discussed. Supply and demand factors are examined, as they affect individual firms and industries, in order to make a cogent investment decision. Portfolio management theory is briefly examined. Prerequisites: FIN 220, FIN 320, ECO 201, ECO 202. Offered every year.

### FIN 336 Multinational Corporate Finance (3 credits)

This course emphasizes aspects of financial planning for corporations with overseas operations. An analysis of sources and uses of corporate funds abroad are evaluated including criteria for choices among alternative foreign investments. The effects of international corporate financial planning are examined including such factors as the characteristics of foreign money and capital markets, international financial institutions, exchange rate changes, currency restrictions, tax regulations and accounting practices. Prerequisites: Either FIN 320 or FIN 435, Junior/Senior standing, or permission of instructor. Offered every year.

### FIN 435 Financial Policy and Decision-Making (3 credits)

This course is designed to pursue financial decision-making under real world considerations of risk and uncertainty. Heavy emphasis is placed on evaluating the allocation of funds within the firm and managing the capital structure. Prerequisites: Either FIN 320 or ACC 306, MAT 111. Offered every semester.

## Hotel Restaurant Management

### HRM 109 Food Purchasing (3 credits)

An examination of the various grades, types and varieties of fresh and processed fruits, vegetables, meats, fish, shellfish, poultry, dairy products and various sundry items, and the methodology of purchasing food in large quantities are also studied. Additional topics include wholesale and retail cuts of meat, standard purchasing procedures, specifications, centralized procurement and container sizes. Comparisons are made between the various types of frozen and canned fresh fruits and vegetables. Offered every year.

### HRM 110 Quantity Food Production I (3 credits) 3 Lecture/laboratory hours, 1 lecture hour.

This is a beginning course in the theory and preparation of haute cuisine. Students will prepare appetizers, stocks, soups, sauces, vegetables, meats, poultry, fish, shellfish, salads, salad dressings and pasta products. The relationship of herbs and spices to various dishes are studied. The course also includes the theory and preparation of breads, rolls, pies, cookies and other baked products. Sanitation, safety, equipment and usage are stressed. Lab fee. Offered every year.

### HRM 111 Quantity Food Production II (3 credits) 3 lecture/laboratory hours, 1 lecture hour.

This is an advanced course in the theory and preparation of haute cuisine under conditions of quantity food production management. Special emphasis is placed on both classical and international dishes. The course covers such areas as complete menus and menu planning which evolve around the different kinds of foods found in other countries. Classical pastries and desserts are also included. Prerequisites: HRM 109 and HRM 110. Lab Fee. Offered every year.

### HRM 112 Introduction to Hotel and Restaurant Industry (3 credits)

The history and development of the hospitality industry from Greek and Roman times to the present day are covered. The organization and functions of modern operations, contrasting differences and similarities of resorts, hotels, and restaurants are discussed. Students develop an awareness and understanding of industry terminology. Offered every year.

### HRM 215 Hotel Information Systems (3 credits)

A systems approach is used to examine the flow of information which occurs as a guest makes a reservation, checks in to, occupies, and checks out of a hotel. The course contains an in-depth analysis of current manual and computer-based systems that facilitate the flow of information in a hotel. Prerequisite: CIS 100. Offered every year.

**HRM 314 Promotional Activities (3 credits)**

This course studies the methods and tools used by hotels to promote business externally and internally. Included as major part of the course is a study of the process of identifying primary and secondary markets, and feasibility studies for hotel construction. Offered every year.

**HRM 319 Restaurant Management (3 credits)**

This course is designed to provide instruction in operational restaurant management. Included are the history and development of restaurants, food productions and menus, size, scope and classification of restaurants, principles of American, French, Russian and English services, principles of menu making, layout and design of restaurant, marketing and sales promotion, management of personnel and human relations, food and beverage control procedures. Offered every year.

**HRM 322 Tourism (3 credits)**

The history, development and international implications of world tourism are explored. Included in the topics discussed are the sociology of tourism, tourism components, the economic role of tourism, and marketing of tourism. Offered every two years.

**HRM 416 Law of the Hospitality Industry (3 credits)**

An examination of the common and statutory laws applicable to the hospitality industry. Included are discussions of the innkeeper's duties and responsibilities to the guests, the duty to maintain the property, the duty to receive travelers, the vicarious liability for employee actions, and the liability for guests' property. Offered every year.

**HRM 418 Seminar (3 credits)**

This is a senior level course designed to bring together theory, practical knowledge, and individual experience from other course work and industry. Case studies of hotel and restaurant operations provide a framework for discussion of current problems and activities in the hospitality industry. Offered every year.

**HRM 420 Hotel Accounting (3 credits)**

This course emphasizes the methods and procedures on internal control for hotels and restaurants. Management tools available to interpret and analyze data which contribute to more effective decision making are also examined. Prerequisite: ACC 102. Offered every year.

**HRM 421 The Operation of Energy, Security and Maintenance Systems in the Hospitality Industry (3 credits)**

This course provides the student with an understanding of the importance of maintenance, energy and energy costs. Discussion of decision-making process regarding planning, use of energy systems and cost-cutting measures in their operation are studied. The interaction of management, engineering and maintenance is also explored. Offered every year.

**HRM 422 Beverage Management and Control (3 credits)**

This course covers the operation and management of cocktail lounges and bars. It includes layout and design of the facility, equipment used to operate it, control procedures, mixology, customer relations, staffing, marketing the facility, sanitation procedures, and regulations affecting operations. Offered every two years.

**HRM 424 Wines and Beverages (3 credits)**

This course covers the history and development of wines, beers and spirits from ancient to modern times. Areas of study include major wine and beverage producing regions, techniques and production, wine and beverage merchandising, world wide laws and regulatory bodies which govern product distribution, wine labels and supply and demand equilibrium. Grape varieties and the effect of vintage years on prices are also covered. Lab Fees. Legal Age. Offered every year.

**HRM 425 Hospitality Facilities Management (3 credits)**

This course introduces the housekeeping function of the hospitality industry. Interior design and decorating, purchasing of carpet, wallcover, draperies, furniture and supplies are analyzed. Time and motion studies in personnel utilization are reviewed in this course. Offered every two years.

**HRM 429 Lodging Administration (3 credits)**

The course considers the analysis of theories, principles, and techniques of lodging management. Subjects include principles of organizing, formulating goals and objectives, decision-making processes, staffing, employee/guest relations and labor management negotiations. Emphasis is on problems and issues encountered by management. Offered every two years.

**HRM 430 Management of Institutional Feeding Operations (3 credits)**

This course introduces the student to areas of the hospitality industry outside the normal hotel/restaurant dining room area. Areas covered include schools, nursing homes, outside catering, and airline feeding. Special problems involving these organizations are explored. The course considers staffing, logistical, and nutritional needs. Offered every two years.

### **HRM 450 Experimental Foods (3 credits)**

This laboratory course is designed to review and evaluate existing techniques for food production, judging, quality and cost, convenience foods and new techniques. The product's adaptability to specific restaurant operations is examined. Prerequisites: HRM 109, HRM 110, and HRM 111. Offered every two years.

### **HRM 451 Nutrition (3 credits)**

The changes in consumer dining habits mandate an awareness of the importance of proper nutrition in menu offerings. Included in the course are an examination of food requirements for the aged, special needs diets and health conscious groups. Specific topics covered include balanced diets, vitamin and mineral needs, low cholesterol menu items, low sodium menu items and special needs diets. These are discussed in conjunction with the need for appetizing menu items and tasteful foods. Prerequisites: HRM 109, HRM 110, HRM 111, and HRM 319. Offered every two years.

### **HRM 490 Internship (6 credits)**

This provides a guided internship work experience for integrating study and experience. Students spend one summer working at approved hotels and restaurants. Open to HRM majors only. Prerequisite: Consent of Director of Cooperative Education. Offered every year.

### **HRM 491 Internship (12 credits)**

Guided internship work experience for integrating study and experience. Students will spend one academic semester working at approved hotels and restaurants. Open to Hotel Restaurant Management majors only with permission of the department chairperson. Prerequisite: Consent of the Director of Cooperative Education.

**Note:** Students will normally be required to take HRM 490, Internship, for six credits. However, students may, with the permission of the department chairperson, take in its place HRM 491, Internship for twelve credits. HRM 490 involves work experience over one summer and HRM 491 involves work experience over an academic semester. One business elective and one free elective will be waived for the student who successfully completes HRM 491.

## **Humanities/Social Sciences**

Courses numbered 100-200 are appropriate for Freshmen and Sophomore level students; courses numbered 300-400 are appropriate for Junior and Senior level students.

## **Fine Arts**

### **FAS 121 Survey of Western Art History (3 credits)**

This course emphasizes understanding and appreciating the visual arts, particularly painting. Emphasis is placed on the economic and intellectual history of each period, as it influenced the art of the era. Slides are used to illustrate course material. Offered every two years.

### **FAS 223 History and Literature of Music (3 credits)**

FAS 223 is a broad study of music from the early Greeks to modern day including classical, electronic, and popular music. One of the themes is the correlation of the music of the past with that of the present. Offered every two years.

### **FAS 224 Music in the Romantic Period (3 credits)**

FAS 224 studies the importance of the Romantic Period in music. Music of the Renaissance, Baroque, Classical and 20th century are presented in a very condensed form to illustrate characteristics of and comparisons to the unique age of Romantic music. Offered every two years.

### **\*\*\*\*FAS 225 Useful Photography (3 credits)**

Useful photography reviews the various kinds of still cameras and the ways in which the use of light, visual impact, and optical effects can be employed by the student. The student is encouraged to make photographs during the term, and to develop applications of the knowledge to practical situations.

### **FAS 227 History of Jazz (3 credits)**

This course details the history of jazz and jazz styles. Attention is paid to the interrelationships between jazz and other elements of American culture. Students will gain experience in purposeful listening that will enhance their ability to enjoy not only jazz but music generally. Offered every two years.

### **FAS 276 American Music (3 credits)**

This course deals with all aspects of American music from the sacred music of the New England colonies (1620) to the present. The student is given a basis for the awareness, realization, and understanding of our musical culture. No musical background is presumed. Offered every two years.

### **FAS 330 Introduction to Films (3 credits)**

This course involves the viewing and analysis of representative films—fictional, documentary and experimental. Students become acquainted with film theory, basic terminology, film history, aesthetics and production techniques through three lectures and two scheduled viewing hours per week. Lab fee. Offered every spring.

## Humanities

### **HUM 201 Introduction to the Humanities: Greece through the Renaissance (3 credits)**

Assuming little or no previous exposure to its content, this course offers vocabulary, understanding and appreciation of the visual arts, music, literature and ideas in the context of changing cultural environments, including ancient Greece and Rome, the Medieval Period and the Renaissance. May be taken independently of HUM 202. Offered every fall.

### **HUM 202 Introduction to the Humanities: Baroque through Modern (3 credits)**

Continuing Humanities 201, this course introduces visual arts, music, literature and ideas in various cultural environments including the Baroque, Enlightenment, Romanticism, post-Romanticism, and Modernism. May be taken independently of HUM 201. Offered every spring.

### **HUM 230 Changing Roles of Men and Women in Western Society (3 credits)**

HUM 230 is an interdisciplinary course based on the critical study of short stories, plays and poems written by and about women. Letters and historical-sociological essays concerning the role of women in society will also be studied. Some of the representative writers in the course include Adams, Wollstonecraft, Mill, Woolf, Hemingway, Meade, and Mailer. One course objective is to summarize women's social and economic roles. Offered every spring.

### **HUM 320 Special Topics in Humanities (3 credits)**

The content of this course varies from semester to semester. A course description will be posted in the Registrar's Office; the instructor will circulate a syllabus prior to registration. Offered as needed.

### **HUM 384 Seminar on Soviet Society (3 credits)**

HUM 384 is an annual study tour of the USSR under the sponsorship of New Hampshire College and St. Anselm College. This course incorporates field observations, lectures by Soviet authorities, and meetings with Soviet citizens. An orientation program is conducted prior to the tour. (Subject to student interest.)

## English

### **ENG 100 Reading Strategies (3 credits)**

Reading strategies is a reading and study skills course that is aimed at improving the verbal skills of students who are reading below college level. It provides students with practical applications or reading techniques with their own textbooks as well as encouraging wide reading, with corresponding writing assignments, of materials of a student's choice. Reading Strategies is offered only with permission of the instructor. Students enrolled in English 100 must complete the course before enrolling in English 101. Offered every fall.

### **ENG 101 Basic Writing (3 credits)**

This course concentrates on basic reading and writing skills: reading for general ideas and specific support; writing properly developed short essays. Clear expression, appropriate support and structure, and correct mechanics are stressed. Introduction to the library for research and use of word processing for drafting and revision of essays are also covered. Class size is limited; conferences on paper and, when necessary tutoring through the Learning Center are required. The final examination in English 101 is the Basic Writing Competency Test. The student must pass this test to receive credit for the course.

### **ENG 102 Process Writing (3 credits)**

This course develops fully the steps of process writing — explore, focus, order, develop and clarify. With limited class size (15 students), workshops and individual conferences, English 102 concentrates on the writing of a few long papers. Analytical reading skills, library research for supporting evidence, and individual tutoring through the Learning Center for individual problems in writing are also important parts of the course. Prerequisite: ENG 101.

### **ENG 103 Analytical Writing (3 credits)**

This course continues the use of process writing in the area of argumentation. Critical reading skills, evaluative research techniques and the fundamentals of persuasion are the major areas of concentration. (Upon successful completion of English 103, students are eligible to sit for the College Writing Proficiency Examination, a college graduation requirement.) Prerequisite: ENG 102.

### **ENG 212 Public Speaking (3 credits)**

This course is designed to help students develop abilities for all speaking situations, including skills in organization and delivery. The evaluation and improvement of voice, diction, articulation, and posture are also studied. Prerequisite: ENG 102. Offered every semester.

### **ENG 213 American Literature (3 credits)**

English 213 is a survey of major American writers from 1620 through the Civil War. Authors of Colonial, Enlightenment, and Romantic periods in American literature are considered with the emphasis on their historical backgrounds. Prerequisite: ENG 103, or permission of instructor. Offered every two years.

### **ENG 214 American Literature (3 credits)**

English 214 is a survey of major American writers from the 1870's through the contemporary age. Emphasis in this course is on the role of the individual and the artist in an increasingly industrialized and technological culture. Prerequisite: ENG 103 or permission of instructor. Offered every two years.

### **ENG 215 Survey of the Theatre (3 credits)**

ENG 215 is the study of drama as literature beginning with the Greeks and continuing through Shakespeare to the present. Prerequisite: ENG 103 or permission of instructor. Offered every year.

### **ENG 220 Business Communications (3 credits)**

ENG 220 is a practical introduction to the preparation of business correspondence, employment applications and resumes, and formal research reports. Emphasis is placed on written communication skills. Prerequisite: ENG 103. Offered every semester.

### **ENG 223 English Literature 1 (3 credits)**

This is a survey of English literature including the works of Beowulf, Chaucer, Shakespeare, Milton, Swift, Pope, and Johnson. This course examines the history and evolution of English literature as well as a variety of literary types. Prerequisite: ENG 103 or permission of instructor. Offered every two years.

### **ENG 224 English Literature 2 (3 credits)**

This course covers the Romantic, Victorian and Modern literary periods. It examines the works of the Romantic poets, Victorian novelists and Modern literary artists including Shaw, Joyce and Eliot. Prerequisite: ENG 103 or permission of instructor. Offered every two years.

### **ENG 225 Introduction to Poetry (3 credits)**

ENG 225 is an introduction to the study and appreciation of poetry. It seeks to give students a grasp of the nature and variety of poetry, means of reading it with appreciative understanding, and ideas on how to evaluate it. The focus is on the work of English and American poets, both traditional and modern. Prerequisite: ENG 103 or permission of instructor. Offered every year.

### **ENG 234 Modern Authors (3 credits)**

ENG 234 introduces students to contemporary readings from the 20th century - American, British, European. Depending on the term, the course is organized around different literary themes or movements. Prerequisite: ENG 103 or permission of instructor. Offered every year.

### **ENG 235 Introduction to Journalism (3 credits)**

This writing practicum introduces students to news stories, feature articles, and editorials. ENG 235 also covers the design and organization of modern newspapers, including local and national publications. Prerequisite: ENG 103. Offered every year.

### **ENG 316 Contemporary Drama (3 credits)**

ENG 316 is a consideration of modern plays from twentieth-century literature. The American, British, Russian, Scandinavian, and Irish theatres are among those studied. Prerequisite: ENG 103. Offered every two years.

### **ENG 319 Shakespeare (3 credits)**

Students in ENG 319 study selected Shakespearean comedies, tragedies and chronicle plays. The course also provides the students with a general overview of the Elizabethan era and the world in which Shakespeare lived and worked. Prerequisite: ENG 103. Offered every year.

### **ENG 325 Contemporary American Poetry (3 credits)**

ENG 325 is an overview of trends in contemporary poetry beginning with a review of traditional techniques including metrics, figurative language, and scansion. In addition to works of poets published in the United States, the course examines the critical writings of Ransom, Tate, Trilling, Warren, Fiedler and Brooks. Prerequisite: ENG 101, ENG 103. Offered every two years.

### **ENG 330 Seminar in Advanced Writing (3 credits)**

ENG 330 is a course of study for students seeking experience in writing beyond freshman composition. Various models of writing are studied and practiced. Prerequisite: B grade in ENG102 and ENG 103 or permission of the Department Chairperson. Offered every year. (Enrollment limited to 15 students)

### **ENG 331 American Business in Literature (3 credits)**

By applying humanistic perspectives to the business world, ENG 331 examines the ways in which important American writers express and critique the values, styles, rituals, symbols, psychology, and history of business. This course includes the close readings of novels, stories, poems and plays. Prerequisite: ENG 103. Offered every year.

### **ENG 332 The Nature Writers (3 credits)**

This course introduces students to the prose and poetry by major writers and naturalists who observe nature vividly and who write about man's relationship to the natural environment. The writings of De Crevecoeur, Emerson, Hawthorne, Ruskin, Lawrence, Orwell, Commoner, Krutch, Leopold, and Dickinson are included for study. Prerequisite: ENG 103. Offered every three years.

### **ENG 333 Language Awareness (3 credits)**

ENG 333 is an introduction to selected topics in English linguistics including dialects, usage, history, semantics, and phonology. The languages of racism, sexism, advertising and propaganda are also considered. Prerequisite: ENG 103. Offered every two years.

### **ENG 336 Thoreau and His Contemporaries (3 credits)**

This course considers the works of Henry David Thoreau as transcendentalist, essayist, poet, naturalist and teacher. Other members of the Concord School are also discussed. Prerequisite: ENG 103. Offered every two years.

### **ENG 342 Non-Fiction Prose (3 credits)**

This course examines non-fiction literature as a literary genre with sub-genres, as a reflection of the social and cultural milieu in which it is produced, and as a reflection of a writer's style. Readings include reportage, history, biography, journals, travel writing, and general treatments of a variety of subjects. Prerequisite: ENG 103. Offered every two years.

### **ENG 435 Feature Writing (3 credits)**

This course is for students who want to explore feature writing as a means of improving their research and writing skills or to pursue a journalistic focus in the communications major. Students will learn how to develop and organize ideas, adopt their writing for specific audiences, and revise and polish their prose style. Prerequisites: ENG 103, ENG 235. Offered every two years.

## **Business Communication**

Note: Business Communication courses may satisfy business and free elective requirements for non-business communications majors.

### **BCM 226 Mass Communication (3 credits)**

BCM 226 is a survey course which covers the nature of mass media communication, its development and effect upon modern forms of communication. The course focuses on how and why the media operates as they do, as well as on how media performance might be improved to better meet the need of consumers. Offered every two years.

### **BCM 322 Oral Communication For Business (3 credits)**

This course provides students with the principles which govern effective oral presentations to large and small groups. It builds on English 212 but goes beyond it, focusing on group dynamics. Special attention is given to group discussions, negotiations, and problem solving (using interpersonal communication skill) in a business context. Prerequisite: ENG 212 or permission of instructor. Offered every year.

### **BCM 341 Technical Report Writing (3 credits)**

This course trains students to produce documents of a technical nature which are commonly found within a business context. Students are required to prepare a variety of technical reports including software programs, audits, technical manuals and feasibility studies. Prerequisite: ENG 220. Offered every year.

### **BCM 342 Writing for the Computer Industry (3 credits)**

This course is designed to increase the student's ability to communicate high-tech information and to review, expand and apply the technical writing process to the computer industry. The course focuses on techniques for creating documentation with attention to formatting, graphic design and text organization. Prerequisite: BCM 341. Offered every two years.

### **BCM 343 Journalistic Writing in Business (3 credits)**

This course focuses on the researching and writing of articles for company publications and professional journals. Other kinds of copy for business-related publications are studied and produced. Prerequisite: ENG 220 or ENG 235, or BCM 437. Offered every two years.

### **BCM 437 Managerial Communication (3 credits)**

This course allows students the opportunity not only to complete research projects of a business nature for diverse audiences, but to design appropriate report formats. Research leads to documented reports and oral presentations using appropriate visual aids. Prerequisite: ENG 220. Offered every year.

### **BCM 440 Graphics and Layout in Print Media (3 credits)**

Students practice the art and craft of graphic design and layout, including copyfitting, font selection, and other aspects of the printing process. Students produce a variety of pieces during the semester including brochures, flyers and pamphlets. Prerequisite: ENG 220 or permission of instructor. Offered every year.

**BCM 442 Corporate Public Relations (3 credits)**

This course introduces students to the theory, practice and evolution of public relations in America. Students study the major figures in this field as well as organizations, their behavior, and the relationships between organizations and their various clients. Prerequisite: ENG 220. Offered every year.

**BCM 444 Corporate Video (3 credits)**

This course includes lectures on history, theory and video techniques as well as hands-on production experiences to provide students with theoretical and applied knowledge of non-broadcast television applications in corporate environments. Prerequisite: ENG 220. Offered every two years.

**BCM 452 Public Relations Campaign Planning Seminar (3 credits)**

This course offers practice in managing communication campaigns from the public relations perspective with emphasis on the production and presentation of campaign plans. Plans will include such issues as media, strategies, target groups, evaluation techniques and budgets. Case studies and actual clients will be used. Prerequisite: BCM 442. Offered every two years.

**BCM 490 Business Communication Internship (6 credits)**

Students may use six hours of free electives for placement in a supervised field internship. The internship provides working experience in an area within or closely related to the student's major. The internship must be approved by the department at the recommendation of the Career Development Center. The student will report on the experience as required by the internship syllabus. While the internship is administered through the Career Development Center, academic evaluation is provided by the department. Prerequisite: Permission of Business Communication advisor and the Career Development Center.

**Philosophy****PHL 110 Introduction to Philosophy (3 credits)**

This course provides a general introduction to philosophy beginning with issues raised by contemporary problems. Traditional problems and approaches in philosophy are examined in relation to the present. Offered every year.

**PHL 214 Logic Language and Argumentation (3 credits)**

PHL 214 is the study of the fundamental principles of correct and incorrect argument, historical forms of deductive logic, and the significance of language and clear verbalization. Offered every year.

**PHL 216 Business Ethics (3 credits)**

Business ethics examines a philosophical study of moral issues in business. Topics include such issues as corporate responsibility, conflicts of interest, morality in advertising, preferential hiring (e.g., minorities and women), personal morality vs. loyalty to employer, as well as theoretical issues such as capitalism vs. socialism. Offered every year.

**PHL 230 Comparative Religion (3 credits)**

PHL 230 is a study of the origins of religion, how man manifests his religious spirit in the most primitive periods of history, how his religious spirit refines itself in accordance with the rise of this level of consciousness. The course also reviews the emergence of various world religions and the reasons for their differences as well as similarities. Special emphasis is given to the five major religions: Hinduism, Buddhism, Judaism, Christianity and Mohammedanism. Offered every year.

**The Social Sciences****Government****GOV 109 Introduction to Politics (3 credits)**

This introduction to politics examines theories of the purpose of government and the nature of man. Special attention is given to the democratic foundations of the United States. Offered every year.

**GOV 110 American Politics (3 credits)**

GOV 110 is the study of policy-making in the American national political system. Emphasis is placed on the interaction of institutions and political factors within. This emphasis on process encourages the development of a political perspective applicable to social and economic activities. Offered every year.

**GOV 211 International Relations (3 credits)**

The study of international politics is considered in GOV 211 from a national interest perspective. The means of formulating and executing policy in the context of a system of sovereign states is emphasized as well as the limitations of the model are emphasized. Prerequisite: GOV 109 or GOV 110. Offered every year.

**GOV 213 Comparative Government (3 credits)**

In GOV 213 the political systems of various countries of the world are studied and compared through an analytical approach which accentuates participation, policy and political culture. Specific countries are selected for study according to the interests of both prospective students and the instructor. Prerequisite: GOV 109 or GOV 110. Offered every two years.

### **GOV 216 Constitutional Freedoms (3 credits)**

This course studies the fundamental freedoms or rights protected by the United States Constitution, and the structure and operations of the judiciary within the American political process. Prerequisite: GOV 109 or GOV 110. Offered every two years.

### **GOV 217 Politics and the Media (3 credits)**

GOV 217 examines the relationship between the information media and the political system. Issues addressed include various models of the press, media roles in political education, propaganda, election campaigns, and first amendment issues. Students conduct a model political communication campaign. Prerequisites: GOV 109, or GOV 110, or BCM 225. Offered every two years.

### **GOV 314 Political Theory (3 credits)**

GOV 314 is an analytical survey and study of major political and social theories in western culture from Plato to Marx, emphasizing the historical and fundamental concepts of freedom and justice in the modern state. Prerequisite: GOV 109, GOV 110, or PHL 110. Offered every two years.

### **GOV 330 Politics of Canadian Federalism (3 credits)**

As Canada moves to control more of its economic destiny, federal and provincial authorities compete for dominance in a society divided by ethnic and regional loyalties. The dynamics of evolving Canadian Federalism are investigated with attention on regional economics and cultural issues which influence United States-Canadian affairs. Prerequisite: GOV 109 or GOV 110. Offered every two years.

## **History**

### **HIS 109 Ancient and Medieval History (3 credits)**

HIS 109 is an appreciation of those ideas, values, trends, and movements in Ancient and Medieval history that contribute significantly to western civilization and world culture. Emphasis is placed on the civilization of Egypt, Mesopotamia, Greece, Rome and Western Europe. Offered every year.

### **HIS 110 Modern European History (3 credits)**

HIS 110 is an appreciation of those ideas, values, trends, and movements in nineteenth and twentieth-century European history that have shaped and influenced contemporary civilization. The focus is primarily on Western Europe. Offered every year.

### **HIS 213 American History (3 credits)**

HIS 213 studies the political, economic, and social development of the American people from the Colonial period to the end of the Civil War. Special attention is given to the Colonial era, early national period, Jacksonian Democracy, and the Civil War. Offered every year.

### **HIS 214 American History (3 credits)**

HIS 214 studies the political, economic, and social development of the United States from the end of the Civil War to the present. Special attention is given to the period following World War II. Offered every year.

### **HIS 218 American Diplomatic History (3 credits)**

HIS 218 studies the development and implementation of the foreign policy of the United States from 1900 to the present. Considerable time is spent on analyzing the conflict between ideals and national self-interest of American diplomatic policies. Offered every two years.

### **HIS 220 Europe in the Twentieth Century (3 credits)**

HIS 220 studies European history from the point of view of civilization in a constant state of crisis. World War I, the insecure 1920's and 1930's, World War II, and the Cold War era since 1945 are the subjects of study. Offered every two years.

### **\*\*\*\*HIS 224 Canadian History (3 credits)**

HIS 224 is a study of Canada from 1500 to the present, focusing on the relations between the two founding nations, the influence of the United States on Canadian politics and economics and the yet unresolved questions confronting Quebec and Canada over sovereignty, language and culture.

### **HIS 241 World War II (3 credits)**

This course emphasizes the battles, campaigns, events and personalities that dominated World War II. Special attention is given to political and diplomatic factors during the 1930's which contributed to the outbreak of World War II. Offered every two years.

### **HIS 245 America Since 1945 (3 credits)**

HIS 245 is a study of the Cold, Korean, and Viet Nam Wars. Close attention is given to the Truman, Eisenhower, Kennedy and Johnson administrations with coverage of the Nixon-Ford and Carter years. Also considered are the new frontiers, the great society and the Civil Rights movement of the 1960's. Offered every two years.

### **HIS 315 Russian/Soviet Society in the Twentieth Century (3 credits)**

This course studies Russian/Soviet history from 1905 to the present with emphasis on revolutionary traditions, government and politics, culture and religion, and social philosophy. Prerequisites: Junior standing and completion of a core course in political science (GOV), sociology or history. Offered every two years.

**HIS 430 Seminar in Civil War** (3 credits)

The battles and campaigns that represented the important turning points of the Civil War are discussed with considerable attention to the factors that brought about the war. Prerequisite: HIS 213 or permission of the instructor. Offered every two years.

**HIS 476 Seminar in American Revolution** (3 credits)

This course deals with the events and factors which led to the outbreak of rebellion, the Revolution, and the period of nation-making which followed national independence. Offered every two years.

**Psychology****PSY 108 Introduction to Psychology** (3 credits)

PSY 108 is an introduction to various areas of psychology including scientific investigation, motivation, personality, intelligence, behavioral deviation, perception, learning, and human development. It provides a basis for further study in related areas. Offered every semester.

**PSY 211 Human Growth and Development** (3 credits)

PSY 211 studies physical and psychological development from the prenatal period to death. In addition, the course considers the human patterns of development. Prerequisite: PSY 108. Offered every year.

**PSY 213 Psychology of Individual Adjustments** (3 credits)

PSY 213 studies the dynamics of adjustment to problems of modern living which includes those adjustments students have made, are making and will make. Research information and self-understanding are emphasized. Prerequisite: PSY 108. Offered every two years.

**PSY 215 Psychology of Abnormal Behavior** (3 credits)

This course offers students an opportunity to better understand human behavior. It also studies the similarities and differences between normal and abnormal reactions to environmental stimuli. Prerequisite: PSY 108. Offered every two years.

**PSY 216 Psychology of Personality** (3 credits)

Personality is studied from the standpoint of theories, applications, and individual and group patterns of behavior formation. Prerequisite: PSY 108. Offered every two years.

**PSY 217 Reading and Research in Psychology** (3 credits)

Seminar and/or individual meetings. Prerequisite: 6-9 hours in Psychology including PSY 108 (at least 3 hours at NHC) and permission of instructor. Offered every two years.

**PSY 320 Psychology of Individual Differences and Special Needs** (3 credits)

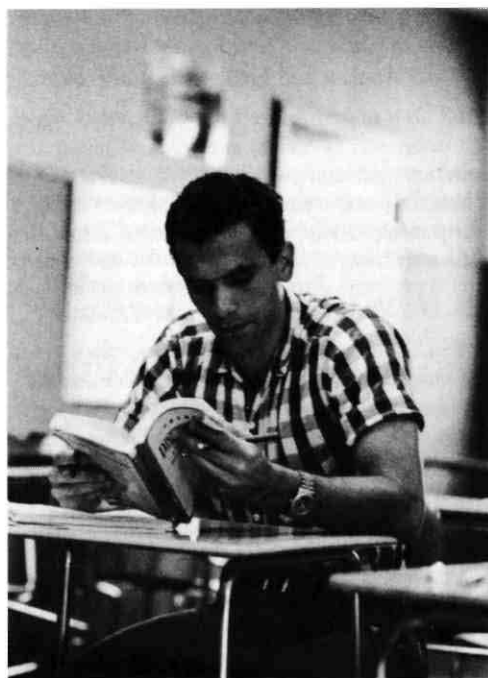
This course provides knowledge and understanding of exceptional children and adolescents. The approach is both theoretical and practical with required visits to schools and institutions. Prerequisite: PSY 108. Offered as needed.

**PSY 331 Human Sexuality** (3 credits)

This course deals with sex as it relates to the individual, family, group and society. While this is a psychology course, some use is made of the techniques and knowledge from the biological and social sciences, and the Humanities. Personal insights as well as academic achievement are expected results of this course. Prerequisite: PSY 108. Offered every year.

**Anthropology****ATH 111 Introduction to Cultural Anthropology** (3 credits)

ATH 111 is the study of preliterate and changing societies with an emphasis on the social organization and cultural aspect of the societies. Offered every two years.



### **ATH 310 Cross Cultural Business Communication** (3 credits)

This course examines how American cultural values affect communication patterns and behavioral styles, both verbal and nonverbal. The course covers differences in cultural patterns and looks at how such differences affect business activities. Prerequisite: ENG 220. Offered every two years.

## **Sociology**

### **SOC 112 Introduction to Sociology** (3 credits)

This course studies the organization of social behavior and relationship of society and social conditions. Emphasis is placed on culture, norm stratification, systems, structure, social institutions and social change. Offered every semester.

### **SOC 213 Contemporary Social Issues of the United States** (3 credits)

SOC 213 studies contemporary human problems in their historical context - crime and delinquency, poverty, prejudice, pollution, and alcoholism, etc. Prerequisite: SOC 112 or permission of the instructor. Offered every two years.

### **SOC 317 Sociology of the Family** (3 credits)

SOC 317 is the sociological examination of the family institution in America and other societies. Both traditional and nontraditional family patterns are studied to provide a structure for understanding sex, marriage, family and kinship systems. Prerequisite: SOC 112 or permission of the instructor. Offered every two years.

### **SOC 324 Crime and Violence in American Society** (3 credits)

This course examines the nature, causes and consequences of crime and violence in American Society. Methods for detecting, preventing and treating criminal behavior are also discussed with a specific examination of local criminality and agencies of control. Prerequisite: SOC 112 or permission of the instructor. Offered every two years.

### **SOC 326 Sociology of Deviant Behavior** (3 credits)

SOC 326 is the sociological analysis of the nature, cause and societal reactions to deviance such as mental illness, suicide, drug and alcohol addiction, and sexual deviations. Prerequisite: SOC 112 or permission of the instructor. Offered every two years.

### **SOC 328 Aging in Modern Society** (3 credits)

This course is the examination of basic social processes and problems of aging. Social and psychological issues are discussed as well as issues involved with death and

dying. Prerequisite: SOC 112 or permission of the instructor. Offered every two years.

### **SOC 330 Minority Relations** (3 credits)

This course examines minority relations in America and other societies including the nature of minority-dominate interaction, the sources and operation of prejudice and discrimination, and the typical reactions of minorities to their disadvantaged position. Prerequisite: SOC 112 or permission of instructor. Offered every two years.

## **Fashion Merchandising**

### **FMK 101 Basic Design and Color Theory** (3 credits)

This course examines the basic principles of design including balance, emphasis, proportion and rhythm. The art elements of line, space, texture and color are studied with special emphasis on how they relate to advertising layout and design and visual merchandising. Offered every fall.

### **FMK 202 Fashion Merchandising** (3 credits)

Fashion principles and procedures used in planning, selecting, pricing and selling of fashion goods in retail stores are studied. Classification merchandising systems, merchandise assortment plans and inventory control methods are analyzed. A field trip to New York City's market district is a possibility. Prerequisites: MKT 113, MKT 222 (may be taken concurrently). Offered every fall.

### **FMK 203 Retail Sales Promotion** (3 credits)

This course includes both personal and non-personal phases of sales promotion. In addition, the preparation of advertising and the design and execution of window and department displays are covered. Prerequisites: MKT 113, MKT 222, FMK 202, or permission of instructor. Offered every spring.

### **FMK 204 Product Analysis and Design** (3 credits)

FMK 204 includes a study of textile information pertinent to merchandising, analysis of yarns and weaves, fabric recognition and a detailed study of materials with special emphasis on modern synthetics. Correct concepts of color and design are explored and exposure is offered to non-textile materials used in the fashion industry. Offered every spring.

### **FMK 490 Fashion Merchandising Internship** (3 credits)

The student shall have the option of (1) working as an intern anywhere in the United States during the summer between the first and second years, or if this is not possible, (2) working on a part-time basis during the first semester of the second year in the Manchester area. A minimum of 120 hours will be required. Prerequisite: Consent of the Director of Cooperative Education.

## Marketing

### **MKT 113 Introduction to Marketing (3 credits)**

Introduction to Marketing functions through the study of customer behavior, product development, distribution structures, pricing systems, and promotional activities. Offered every semester.

### **MKT 220 Sales Management (3 credits)**

MKT 220 analyzes the sales function in modern business. This course consists of a study of management of field sales forces with special emphasis on structural planning as well as on operational control over recruiting, retention, supervision, motivation, compensation of sales personnel. Prerequisites: MKT 113. Offered every fall.

### **MKT 222 Principles of Retailing (3 credits)**

This course studies the principles of retailing with emphasis on the development of retail institutions, merchandising, pricing, and contemporary problems of retailers in today's business environment. Prerequisite: MKT 113. Offered every spring.

### **MKT 235 Sales and Persuasion (3 credits)**

This course develops for the student an understanding of, and practical ability to use intelligent, ethical techniques of information presentation and persuasion. Although focused upon the sales function, learned persuasive techniques will have value in many other areas of social and professional life. Prerequisites: MKT 113, ENG 212. Offered every spring.

### **MKT 327 Retail Site Selection and Facilities Planning (3 credits)**

This course is concerned with store location research and begins with an analysis of urban areas - their functions, land use patterns, spatial organization, and the urban economy. Also featured in this course are concepts of store layout and design as they relate to proper marketing strategy in a retail environment. Importance of atmospherics, internal traffic patterns and effective positioning of merchandise within a store are stressed. Prerequisite: MKT 113. Offered every spring.

### **MKT 329 Principles of Advertising (3 credits)**

This course is designed to give students an understanding of advertising, its planning, creation, and use, by approaching advertising from the viewpoint of management decision-making. Prerequisite: MKT 113. Offered every semester.

### **MKT 331 Industrial Marketing (3 credits)**

This course explores the concepts of how a business organization buys, how the market is evaluated, how the industrial marketing mix is established, how industrial

marketing plans are developed and how to sell to the military/government/industrial complex. Prerequisites: MKT 113, MKT 220. Offered every two years.

### **MKT 337 Marketing Research (3 credits)**

MKT 337 introduces the student to the techniques of gathering, analyzing and using information to aid marketing decision-making. Student projects may be required. Prerequisites: MAT 220, MKT 113, ENG 103. Offered every semester.

### **MKT 345 Consumer Behavior (3 credits)**

This course studies the behavior that consumers display in searching, purchasing, using, evaluating, and disposing of products. Prerequisites: MKT 113, ADB 125, PSY 108. Offered every semester.

### **MKT 432 Marketing Strategies and Policies (3 credits)**

Marketing Strategies and Policies is the capstone course of the undergraduate marketing curriculum. It focuses primarily on decisions required of marketing executives as they seek to develop, implement and control integrated marketing programs. Students will be asked to apply their understanding of marketing principles covered in other marketing courses to solve specific company problems. Topics include a diversity of product, market and industry environments. Prerequisites: MKT 113, and completion of four of the following courses: MKT 220, MKT 329, MKT 331, MKT 337 and MKT 442. Offered every spring.

### **MKT 433 Multinational Marketing (3 credits)**

The development of international marketing programs from the determination of objectives and methods of organization through execution of research, advertising, distribution and production activities is covered. International similarities and differences in marketing functions, as related to the cultural, economic, political, social and physical dimensions of the environment are examined. Also considered are the changes in marketing systems as well as the adoption of marketing philosophies and practices to fill conditions in different countries. Prerequisites: MKT 113, ECO 202, and Junior/Senior standing. Offered every spring.

### **MKT 442 Retail Management (3 credits)**

An advanced level course beyond the scope of MKT 222, MKT 442 is geared to the retailing major and those with general marketing and consumer behavior interests. Inventory planning and control, operational budgeting, interpreting consumer demand, mall management, and overall coordination of merchandising policies within a retail framework are covered. Prerequisites: MKT 113, MKT 222. Offered every spring.

**MKT 448 Advanced Marketing Seminar (3 credits)**

This course is an in-depth investigation into specialized research and application areas within the realm of marketing thought and theory. Issues and topics examined include, site location analysis, store design and layout, copy testing, concept testing, product testing, marketing information systems, ecological marketing and market simulation. Topics may differ each time the course is offered. Prerequisites: MKT 113, and permission of the instructor. Offered when needed.

**MKT 480 Independent Study (3 credits)**

Independent study allows the student to investigate any marketing subject not incorporated into the curriculum or to do in-depth study or research in a specialized area of marketing. Prerequisite: Permission of instructor, Department Chairperson and Academic Dean.

**MKT 490 Marketing Internship (12 credits)**

This closely supervised, on-the-job training combines classroom theory with business experience. Students spend one semester working in an environment where marketing principles and practices can be learned firsthand. Prerequisites: Open to marketing majors only with permission of the Director of Cooperative Education.

**Mathematics and Science****MAT 050 Fundamentals (3 credits)**

This course includes a review of basic arithmetic and an introduction to elementary algebra. Offered every semester.

**MAT 100 Business Mathematics (3 credits)**

MAT 100 surveys the mathematical techniques essential to everyday business life. Operating statements, interest calculations, taxes, payroll, pricing, consumer credit and the metric system are all included among the topics at the discretion of the instructor. (Cannot be used as an elective by students who have completed MAT 110 or MAT 150.) Offered as needed.

**MAT 105 Merchandising Mathematics (3 credits)**

MAT 105 surveys the mathematics essential in the maintenance of the retail store-operating statements, mark-up and mark-down, average maintained mark-up, turnover, open-to-buy, and other topics at the discretion of the instructor. (Cannot be used as an elective by students who have already completed MAT 110 or MAT 111 or MAT 150. A waiver of this restriction is awarded four-year Retailing majors.) Offered every fall.

**MAT 110-111 Finite Mathematics I & II (3 credits each)**

This sequence is designed to give the student a review of algebra and a survey of some of the topics of modern mathematics as they relate to the business world. Topics such as linear programming, probability, math of finance, and matrix theory are investigated. (A student who has completed MAT 150 may not register for MAT 110 or MAT 111). Offered every semester.

**MAT 150 Honors Finite Mathematics (3 credits)**

Finite Mathematics is a one-semester course that includes material usually covered in two semesters by MAT 110 and 111. The course is designed for those students with a strong mathematics background in algebra. (A student who has completed MAT 150 may not register for MAT 110 or MAT 111). Prerequisite: Permission of the Mathematics Department Chairperson. Offered every fall.

**MAT 210 Introduction to Calculus for Business Students (3 credits)**

This course examines business functions which are non-linear related. The fundamentals of differential and integral calculus are developed and applied. (A student who has completed MAT 251 may not register for MAT 210). Prerequisite: MAT 111 or equivalent. Offered every semester.

**MAT 220 Statistics (3 credits)**

MAT 220 is a fundamental course in the application of statistics including descriptive statistics, probability distributions, hypothesis testing and basic linear regression. (A student who has completed MAT 250 may not register for MAT 220). Prerequisite: MAT 111 or equivalent. Offered every semester.

**MAT 250 Honors Statistics (3 credits)**

This course is designed to provide a challenge for the MAT 150 student. Applications and some theory of statistics are presented in greater depth than in MAT 220. (A Student who has completed MAT 220 may not register for MAT 250). Prerequisite: MAT 150 or permission of instructor. Offered every spring.

**MAT 251 Honors Business Calculus (3 credits)**

This course is designed to provide a continued challenge for the MAT 150 student. Differential and integral calculus are discussed in greater depth than MAT 210. As a result, more time can be allotted to theory and a variety of applications to business and economics. (A student who has completed MAT 210 may not register for MAT 251). Prerequisite: MAT 150 and exposure to high school calculus or permission of the instructor. Offered every fall.

### **MAT 300 Regression Analysis (3 credits)**

Beginning with a review of hypothesis testing, the course quickly moves into a study of regression analysis of residuals, multiple regression, polynomial regression, indicator variables, and analysis of variance (as an extension of regression). Experience using both interactive statistical packages is provided. Prerequisite: MAT 220 or MAT 250 or equivalent. Offered as needed.

### **MAT 305 Introduction to Quantitative Methods (3 credits)**

This course develops the use of probability models in management decisions. Topics will be chosen from the following: quality control, Bayesian Decision Theory, Markov Chains, linear programming, inventory control, queuing theory, replacement theory and simulation. The course may integrate computer work with classwork (at the discretion of the instructor). Prerequisite: MAT 220 and CIS 100 or equivalent. Offered as needed.

### **MAT 310 Nonparametric Statistics (3 credits)**

This is an introductory course in nonparametric statistical techniques as they apply to business applications. Various procedures are examined based on the scales of measurement. Independent and dependent sampling tests for 2 and sample cases are examined. SPSS and STATPAK are used to expand on the examples. Prerequisite: MAT 220 or MAT 250 or equivalent. Offered as needed.

### **MAT 315 Topics in Statistics (3 credits)**

Topics will vary from year to year but will be selected and departmentally approved from the following groups of topics: sampling techniques, index numbers, time series, ANOVA, and decision theory. Prerequisite: MAT 220 or MAT 250 or equivalent. Offered as needed.

### **MAT 320 Discrete Structures (3 credits)**

This course studies those mathematical structures whose objects and operations can be efficiently manipulated by computers. The techniques of groups, rings, fields, and combinatorics (graph theory and counting) will be used to study structures appropriate to computer science, error correcting codes, logic circuits, sorting algorithms, automata, and formal languages. Offered every spring.

### **MAT 325 Topics in Mathematics (3 credits)**

Topics may vary from year to year, but they will be selected and departmentally approved from the following group: linear algebra, logic, number theory, history of mathematics, differential equations, numerical integration and differentiation, curve fitting, and computer applications in mathematics. Prerequisite: MAT 210 or MAT 251 or equivalent or permission of the Department Chairperson. Offered as needed.

## **Science**

### **SCI 110 Survey of the Physical Sciences (3 credits)**

SCI 110 studies selected topics in the areas of chemistry, physics, geology and astronomy, and the impact of these areas of study in our society. Offered as needed.

### **SCI 111 Survey of the Biological Sciences (3 credits)**

In this course selected topics within the various biological sciences are studied. Ecology in our modern society, as well as historical developments, are considered. Offered as needed.

### **SCI 117 Introduction to Anatomy and Physiology (3 credits)**

This course is intended to introduce the student to the fundamental principles of anatomy and physiology and the relationships of all the body systems and their functions. Offered as needed.

### **SCI 119 Man and His Environment (3 credits)**

By examining major environment problems, the student is made aware of current and possible future issues from the perspectives of society, business and the individual. Offered as needed.

### **SCI 120 Energy and Society (3 credits)**

This course surveys various forms of energy which are available in an industrial society. The environmental impact as well as the continued availability of each form of energy will be discussed. Special emphasis will be given to conservation of energy sources and the development of alternative sources of energy in the home and industry. Offered as needed.

\*\*\*\*Offered only in the Division of Continuing Education.

## **Reserve Officer Training Corp**

The Army and Air Force offer Reserve Officers Training Corps (ROTC) programs leading to a commission as a second lieutenant in their respective services. Both programs are open to men and women. Students in either ROTC program may pursue any University curriculum that leads to a baccalaureate or higher degree.

Two- and four-year programs are available. The four-year program is open to freshman and to transfer students who began ROTC at another institution. In addition to on-campus ROTC course requirements, students must attend an officer preparatory training session for a part of one summer.

ROTC is open to all students pursuing a baccalaureate degree who have a minimum of two academic years or more remaining within their degree program. Entering

freshman may pre-register for Military Science 413 (AROTC) or Aerospace Studies 415 (AFROTC). Sophomores desiring to enter ROTC should check with either the Army or Air Force enrollment advisers located in Zais Hall.

Two-year ROTC programs are open to students who have academic years of study remaining at the University. Applicants for the two-year program must attend a six-week training session during the summer immediately before their entry into ROTC. Note: This program is offered at the University of New Hampshire.



### **Aerospace Studies (AERO), Reserve Officer Training Corps**

Professor of Aerospace Studies: Col. Noel F. Austin  
Assistant Professors: Capt. Rudy Becker, Capt. Eddylou Donovan, Maj. Bobby E. Roberts

Leadership Laboratory is required each semester of all Air Force ROTC students seeking commissions as second lieutenants in the U.S. Air Force upon graduation. Students taking Air Force ROTC courses for credit, but not seeking commissions, need not register for this lab.

#### **301 Leadership Laboratory (0 Credits)**

This command and staff leadership laboratory is taken by all AFROTC cadets throughout enrollment in AFROTC. Included in this program are Air Force customs, courtesies, drills, ceremonies, career opportunities, and the life and work of a junior officer. Student leadership potential is developed in a practical supervised laboratory. Students participate in field trips to Air Force installations.

#### **415 The Air Force Today I (1 credit)**

This course covers the development, mission, and organization of the Air Force as an instrument of the U.S. national defense policy.

#### **416 The Air Force Today II (1 credit)**

The major Air Force commands, roles of separate operating agencies, organization, systems, and operations of strategic defense, and general purpose aerospace forces are examined in Air Force Today II.

#### **541 The Development of Air Power I (1 credit)**

Topics such as the nature of warfare, the development of air power from balloons and dirigibles through World War II are discussed.

#### **542 The Development of Air Power II (1 credit)**

The development of air power from post-World War II through the peaceful use of air power in Berlin, the Cuban crisis, the air war in Southeast Asia, and the research and development of present and future aerospace vehicles are presented.

#### **671 Air Force Management and Leadership I (4 credits)**

This is an integrated management course emphasizing the individual as a manager in the Air Force. Motivational, behavior, leadership, communication, group dynamics, and decision making in a changing environment are studied. Air Force case studies are presented.

#### **672 Air Force Management and Leadership II (4 credits)**

Organizational and personal values, management of forces in change, organizational power, politics, managerial strategy, and tactics are analyzed. Air Force case studies are included in Air Force Management and Leadership II.

#### **681-682 National Security Forces in Contemporary American Society I and II (4 credits each semester)**

This full year course focuses on the armed forces as part of American society, emphasizing civil-military relations in context of U.S. policy formulation and implementation. Attitudes toward the military, socialization processes, the role of the professional military leader-manager, and the requirements for adequate national security forces are analyzed. The political, economic, and social constraints on the national defense structure as well as the impact of technological and international developments on strategic preparedness are examined. The variables involved in the formulation and implementation of national security policy, military justice and administrative law complete the topics covered in this course.

# The Culinary Institute of New Hampshire College

Established in 1983 on the North Campus, The Culinary Institute is the newest of New Hampshire College's degree programs. The institute's inception is a result of the college's commitment to meet newly-defined consumer and student needs in the New Hampshire area as well as the adjacent tourist locale. Students are prepared to meet the challenge of careers in the foodservice industry.

The two-year program, which awards the degree of Associate of Applied Science in Culinary Arts, is designed to combine academic knowledge with "Real World Experience." Students learn and then practice in: basic and advanced skills in food preparation and service; book-keeping and effective cost control; menu planning; and layout and work flow of kitchens and professional equipment found in the food service industry.

English and liberal arts courses are offered to assist students in developing skills that contribute to a professionally productive life. A work internship is required as well, in order to put to use knowledge acquired in the classroom.

## Admission

In order for an applicant to be admitted to the Culinary Institute program, he or she must have completed high school with an average, or better than average academic record. SAT scores are optional. High school curriculum should have included four years of English and one year of algebra. Personal interviews are strongly recommended. Applicants may furnish letters of recommendation as well.

Those applicants who do not meet the above admission requirements are allowed to enroll on a part-time basis in one or two courses during the initial term. Full-time enrollment may begin at a later date.

While the Admission Office of the Undergraduate School of Business handles applicants' records, the Culinary Institute Admission Director evaluates each applicant for admission. Interested persons may contact either the Culinary Institute or the Admission Office to receive more information on the program.

## Culinary Arts Curriculum

First Term	Credits
TCI 110 Culinary Skills and Procedures	3
TCI 112 Pantry	3
TCI 113 Bakeshop I	3
ENG 101/102 English	3
TCI 115 Psychology	3
	<hr/> 15

## Second Term

TCI 109 Food Purchasing	3
TCI 111 Food Production	3
TCI 114 Bakeshop II - Advanced	3
TCI Elective or ENG 102	3
TCI 127 Nutrition and Health	3
TCI 226 Internship Seminar I	2
	<hr/> 17

## Third Term

TCI 390 Culinary Internship	6
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## Fourth Term

TCI 217 Classical Cuisine	3
TCI 220 Garde Manger	3
TCI 235 Regional Cuisine	3
TCI 236 Internship Seminar II	1
TCI 243 Management & Supervision I	3
TCI 126 Mathematics	3
	<hr/> 16

## Fifth Term

TCI 218 International Cuisine and Service	3
TCI 237 Menu/Facilities Planning	3
TCI 250 Management & Supervision II	3
Elective	3
Elective	3
	<hr/> 15

## Culinary Institute Course Descriptions

### TCI 109 Food Purchasing

This course exposes the student to the duties of stewardship and all related purchasing functions. Selecting purveyors, ordering, receiving, storage and issuing are examined as well as all the specifications and paperwork involved. The student is also introduced to examination of grades, types and varieties of fruits, vegetables, meats, fish and sundry products.

An overall view of the food purchasing function is not only studied, but actually practiced by the students.

### TCI 110 Culinary Skills and Procedures

As the foundation course for a student's culinary career, Culinary Skills and Procedures emphasizes mastering the use of tools, techniques and vocabulary which apply to the kitchen environment. Extensive classroom lectures, demonstrations and hands-on production assist students in focusing attention on detail, neatness, and following correct procedure. This class also develops proper attitudes toward the culinary profession in accordance with the Institute's high standards.



### **TCI 111 Food Production**

Food Production continues TCI 110 with lectures and demonstrations to strengthen the student's background and knowledge of cooking techniques and their application to a variety of products. Students also produce multi-course American menus. Appropriate readings and written assignments are included. Prerequisite: TCI 110

### **TCI 112 Pantry**

This course involves the production of breakfast items such as eggs, crepes, waffles and breakfast meats. Students will acquire skills through viewing of demos, as well as actual lab cooking.

### **TCI 113 Bakeshop I**

This course defines basic baking terminology, ingredients, and methods. Basic techniques are applied to the actual production of baked items including breads, doughnuts and puff pastries. The student will be able to analyze the components of baked products and evaluate the finished products against industry standards while developing an appropriate professional attitude toward the baking/culinary field.

### **TCI 114 Bakeshop II**

This course is a continuation of Bakeshop I. The student will develop a better understanding of intermediate baking terminology and ingredients while learning more advanced methods. These new methods will be applied to more advanced production of items such as decorated cakes and tortes. Students are allowed to work individually on a project of their choice in addition to weekly lab sessions. Prerequisite: TCI 113 or equivalent.

### **TCI 115 Psychology**

This introductory course gives students the opportunity to evaluate their personal strengths and weaknesses in relation to their varied roles. Students apply interpersonal strategies and techniques within experimental exercises and use critical evaluation of readings and group experiences.

### **TCI 126 Mathematics**

This course reviews the computational arithmetic skills required for accurate food service preparation, operation and management. Emphasis is placed on methods used to solve mathematical problems which relate to food service operations. Topics covered include: operations with whole numbers, fractions, decimals, percents, weights and measures, recipe conversion, menu pricing, food cost, inventories, break-even analysis, and financial statements. Use of a calculator is stressed.

### **TCI 127 Nutrition and Health**

Through this course the student will develop knowledge toward a cohesive concept of health. Because the majority of all diseases and illnesses are directly related to lifestyle, emphasis is on day-to-day living and the individual's responsibility to and for him/herself. In addition, sanitation and safety as they apply to the work place are studied. The fundamentals of food service sanitation and the techniques of proper sanitation practices, safety practices and first aid are discussed. The development of an appropriate professional attitude toward food service sanitation and safety is stressed.

### **TCI 217 Classical Cuisine**

Historical in nature and artistic in philosophy, classical cuisine is the master French chef's approach. The student is expected to assimilate, through demonstration, production and service of fine French cuisine, a sense of his/her heritage in the culinary arts. The brigade system is stressed and used. Tableside cooking and preparation is explored featuring appetizers, salads, entrees, flaming desserts and coffees. Prerequisite: TCI 110, TCI 111.

### **TCI 218 International Cuisine**

In this production class, the student prepares the cuisine of six different nationalities. Mid-Eastern, Latin, Bavarian, Italian, Chinese and Asian cuisines are practiced one week, and then a set menu is provided for service in the Culinary dining room the following week. All facets of a country's cuisine are studied, from appetizers through desserts. Prerequisite: TCI 217.

### **TCI 220 Garde Manger**

The presentation of this course is as diverse as the industry's position of Garde Manger. The student is introduced to the food show competition in both hot and cold food disciplines through in-house competitions which emphasize the development of the student's eye for quality and aesthetics. Basic ice carving, buffet layout, and design with extensive cold food work, including chaud froid and aspic, are taught. Prerequisite: TCI 110, TCI 111, TCI 217.

### **TCI 222 Meat Identification**

The material covered in this course is extremely important in relation to all other laboratory courses offered in the curriculum. Because meat is one of the most expensive items handled in the food service industry, one must have a thorough understanding of buying, butchering and preparing. The subject matter is taught from the chef's point of view and covers animal anatomy for all the classes of animals used for meat, and boning primal cuts into sub-primal cuts and restaurant service cuts. Other topics covered are inspection, grading, yield grading, variety meats, beef, veal, pork and lamb, charts, and butchering. All the tools of the butcher shops, including hand,

power saws and grinders are used. As the different cuts of meat are produced, they are discussed in terms of cooking the product properly for the best yield. The course emphasizes purchasing a quality product for the menu and breaking it down, preparing it well, and presenting it to get the best profit. The student will be able to use this material to great advantage in all areas of food service and will gain extensive knowledge of how to deal with a salesman when purchasing meats and setting up a standardized meat buying system. There is also information on composition and structure of meats and poultry, their classifications and their market forms. Butchers as well as meat company representatives are invited to class to share their experiences. Appropriate field trips will be arranged.

### **TCI 226 Internship Seminar I**

Internship Seminar I prepares students for full participation in their internship. Students explore the relationship of each of the social sciences (anthropology, history, sociology, political science, psychology) to the workplace. Students are assisted in finding an internship best suited to their individual needs and career aspirations. Requirements for receiving academic credit for the internship are set forth in this course.

### **TCI 233 Bakeshop III Classical Baking**

Through the use of lecture, demonstration and student participation in baking labs, the student should become more proficient in baking techniques learned in the previous two classes. More emphasis will be placed on classical terms, equipment and techniques. Specific emphasis on decorative projects. Prerequisites: TCI 113 and TCI 114.

### **TCI 235 Regional Cuisine**

This course explores the historical implications of, and their effect on, the development of Regional American cuisines. The diverse ethnic backgrounds, regional availability, and their role in the development of truly American dishes are explored. The student will assemble and produce menus which encompass cuisine from a region's earliest beginnings to a variety of food that is prepared today. Prerequisites: TCI 111, TCI 114.

### **TCI 236 Social Sciences in the Workplace II**

Social Sciences in the Workplace II is a required post-internship course combining class and conference time. Class time is devoted to readings and discussions of the social sciences which affected the internship experience. Oral presentations of the internship projects will be scheduled. Conference time centers on the updating of resumes for career placement and finalizing and evaluating the written portion of the internship project. Prerequisites: TCI 226 and TCI 390.

### **TCI 237 Menu/Facilities Planning**

Understanding that a menu is the focal point of any foodservice operation, proper menu planning is vital for success. This class is structured to give the student a firm working knowledge in menu writing techniques. Color, layout, design and merchandising tools, as they pertain to different establishments, are discussed. The student participates in actual menu design and facilities layout of a foodservice establishment according to his/her own specifications as part of a class project.

### **TCI 240 Advanced Pastry**

Participation in a small group gives students in this course the opportunity to refine finishing skills for pastry items and to develop a sense of timing in production. Classical desserts and terminology are covered, as well as cake decorating techniques. Prerequisites: TCI 113, TCI 114.

### **TCI 241 Food and Literature**

This course develops critical reading/thinking skills through the analysis and discussion of literary and journalistic selections that contain, to some degree, the theme of food. Selections span several genre: poetry (including mythology), novel, short story, non-fiction. The text provided for the course will serve as initial reference material for seminar projects.

### **TCI 243 Management and Supervision I**

The principles of proper dining room service and management are presented. Techniques of good customer relations and product merchandising are stressed. Practical exercises in American service and its variations with Russian and banquet services allow the student to gain an understanding of the interaction between the "Back of the House" and the "Front of the House." Mixology and beverage management are also examined.

### **TCI 244 Chef as Teacher**

This course focuses on the preparation of students for the role they will have as teachers in the foodservice industry. Seniors are presented theories and methods of teaching. Senior student-teachers then develop and present three full menu lesson plans one-on-one to professional educators from various academic disciplines at New Hampshire College. Formal and informal videotaped evaluation sessions are conducted during the dinners at the conclusion of each class. Prerequisites: All freshman courses, TCI 390 and Staff Approval.

### **TCI 245 Catering**

This course discusses the requirements and demands of establishing and maintaining both on and off-premise catering businesses. Skills in planning for a successful catering company are developed through the preparation of

a business plan and a market study. Weekly lab sessions are utilized to teach canape and hors d'oeuvre preparation as well as attractive platter garnishing and buffet set-ups. Students are required to organize, prepare and serve a catered function as a class project. Prerequisites: TCI 110, TCI 111, and staff approval.

### **TCI 250 Management and Supervision II**

This course, in conjunction with International Cuisine, stresses the importance of fine service based on a well trained and competent staff. Students participate in the art of French tableside preparation and service with a variety of appetizers, entrees, desserts and beverages. Personnel management techniques are studied as they pertain to various situations that exist in the industry. A comprehensive mixology segment is also included. Prerequisite: TCI 243.

### **TCI 390 Culinary Internship**

The internship is an intricate part of the student's development in the field of Culinary Arts. It is in this

phase of his or her education that the student spends a minimum of 600 hours working in a bona fide restaurant or other food service operation utilizing the skills and theories that have been developed in the first year of culinary education. The grading of this course comes in three forms: an employer evaluation, an on-site infield evaluation by a TCI instructor, and a written report by the student which correlates the classroom education to actual hands-on learning. The goals of the course are to aid the student to develop appropriate work values and habits; gain confidence for future employment; test career choices early and realistically; gain understanding of human relations; and apply what has been learned in the classroom.

### **Academic Standards and Regulations**

Culinary Institute students adhere to the same academic standards and regulations as the Undergraduate School of Business students. These policies are outlined in the Undergraduate School of Business section of this catalog.



# Academic Standards and Regulations

## Academic Dishonesty Policy

New Hampshire College requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not acceptable and will not be condoned by the College. Students involved in such activities are subject to serious disciplinary action.

Plagiarism is defined as the use, whether by paraphrase or direct quotation of the work, published or unpublished, of another person without full and clear acknowledgment.

Cheating would include the giving or receiving of unauthorized assistance on quizzes, examinations, and written assignments from any source not approved by the instructor.

Students involved in such activities face serious disciplinary action.

## Attendance

The major responsibility for education belongs to the student. An assumption of responsibility is at the center of learning and accomplishment. Each student is expected to arrange a class schedule in such a way that conflicting employment or personal activities are held to a minimum.

Attendance is required in all courses. Excessive absences may result in failure or dismissal. More than three absences may be considered as excessive. Attendance is especially required in all freshman-level courses.

Each student is responsible for all assignments and class work regardless of attendance requirements. Faculty office hours have been established to provide extra class assistance for students. These faculty office hours are not intended to make up missed class time.

## Preregistration Procedure

Students are to report on the scheduled date and at the scheduled time for preregistration for classes.

## English Basic Writing Competency Examination

At the end of English 101 (Basic Writing), students must pass a Basic Writing Competency Examination. Students, using a dictionary and the course text, will be expected to write coherently, correctly and thoughtfully about a pre-assigned topic. Students must pass this exam to receive credit for English 101. If they fail this exam, students must repeat English 101; they may not take English 102 until the exam is passed. Once students begin a degree program at New Hampshire College, they must pass the Basic Competency Exam at the College, and may not take English 101 elsewhere. Testing procedures are set forth by the Humanities Department.

## College Writing Proficiency Examination

Upon successful completion of English 103, students are eligible to sit for the college's Writing Proficiency Exam. A passing grade on this exam is a graduation requirement. The exam (jointly devised and graded by the student's major department and the Humanities Department) will test reading and writing skills including ability to analyze, think critically, respond with supporting evidence, and write clear, concise and correct English. Opportunity to sit for this exam will be offered at least twice a year. The College Testing Center will be responsible for administration.

## Freshman Course Requirements

Students with 63 or more credits who have not completed the Freshman English and Math prerequisites will not be allowed to register without registering for the required Freshman courses.

Day School students must receive permission from the Chairperson of the Humanities/Social Sciences Department to enroll in evening or weekend English 101, English 102, and English 103. Transfer students must complete missing Freshman and prerequisite courses within their first 30 credit hours at New Hampshire College.

## Withdrawal from Class

A student may withdraw from any course at any time during the first eight weeks of the semester with the course grade of W. The completed withdrawal form must contain the signatures of the instructor, the student and the student's advisor.

Withdrawals after the eighth week will only be allowed when:

- (1) Conditions for the withdrawal are beyond the student's control (e.g. illness documented by a physician's letter). The course grade under these conditions will be W. Documentation must be provided by the student and approved by the Academic Dean.
- (2) Withdrawal is instructor-initiated due to unusual circumstances, not as a method to prevent low grades. The course grade under these conditions will be WP or WF. Instructor-initiated withdrawals must be approved by the instructor, student's advisor and the Academic Dean.

Withdrawal forms may be obtained from the Registrar's Office and must be completed by the student, signed by the instructor and the student's advisor, and returned to the Registrar's Office. The date of withdrawal is the date the completed form is received by the Registrar's Office.

## Add and Drop

The add/drop period will begin on the first day of classes and will end on the second Friday of the semester. To do so, the student must obtain permission on an add/drop form obtained at the Registrar's Office. Permission will be indicated by the signature of all of the instructors involved. The add or drop is not completed or official until the signed add/drop form is received by the Registrar's Office.

A student's non-attendance in class does not constitute a drop or a withdrawal. An instructor, however, may drop a student because of excessive cuts or non-attendance. Also, without giving notice to the student, an instructor may drop a student who misses the first two sessions of the instructor's class. The Registrar's Office is to be notified of any student dropped by an instructor.

Unless a student is dropped by an instructor or officially drops or withdraws from a class, he or she must receive a grade, and non-attendance will usually result in a failing grade.

## Withdrawal from the College

A student may withdraw from the College by obtaining a withdrawal form from the Vice-President for Student Affairs and obtaining all necessary signatures. Failure to file a withdrawal form with the Vice-President will result in the automatic recording of F grades in all courses being taken by the student. If a student is under 18 years of age, written parental consent must be received. Official date of withdrawal is the last date of class attendance as verified by an instructor. This date will be used in determining tuition refund, if any. Activity cards must be returned when withdrawing from the College.

## Refund

An accepted student, not yet enrolled in the College, may withdraw by written notification to the Director of Admissions. The official date of withdrawal and the date from which refunds will be determined will be the date on which written notice of withdrawal is received by the Director of Admissions.

Students who withdraw from the College will be entitled to a refund of tuition if the withdrawal occurs:

prior to the first scheduled day of class	
domestic students.....	100% minus \$100
international students.....	100% minus \$1000
within two weeks of the first	
day of class.....	80%
within three weeks of the first	
day of class.....	60%
within four weeks of the	
first day of class.....	40%
within five weeks of the first	
day of class.....	20%
after five weeks of the first	
day of class.....	NO REFUND

There is no refund for room charges. Chits are pro-rated.

## Credit Overload

A student who wants to take more than 15 credit hours in the 120 credit Bachelor's Degree program or 19 credits in the previous 129 credit Bachelor's Degree program in a single semester, including all day and continuing education credits, must receive permission to take these extra credit hours from the Academic Dean. Credit hours for courses from which the student withdraws are included in the total number of credit hours being taken by that student.

Except as provided below, a student will be required to pay \$345 for each credit hour he or she takes in excess of 15 credit hours in the 120 credit program and 19 credits hours in the 129 credit program.

## Financial Obligations

All tuition bills must be settled before the first day of classes. No student will be allowed to attend classes until all financial obligations have been met. Tuition may be paid on a yearly basis. Interest will be charged on an overdue account. The student is responsible for all collection costs on past due accounts. Transcripts will not be issued to students whose financial obligations have not been met.

## Privacy of Student Records

The policy and procedures concerning the privacy of student records maintained by New Hampshire College are in large measure governed by the Federal Family Education Rights and Privacy Act. The College's policy and procedures regarding this subject are posted by the Registrar's Office.

Except when requested by a student or required by federal or state regulations, an educational record will not include information concerning race, religion, nationality, political or social views, or memberships in organizations. Directory information (name, address, telephone numbers, major, etc.) may be released or published without a student's consent unless the student notifies the College that this information is not to be released.

Only members of the College staff with a need to know, certain federal or state agencies, and other educational agencies doing surveys and studies for the College will ordinarily have access to a student's record without the written consent of the student concerned. One exception provides that parents have the right to view and to have copies of their child's educational record without their child's consent providing that the child is dependent upon the parents for federal income tax purposes.

A student has the right to waive his or her right of access concerning recommendations from personnel at his or her former school and from others regarding admis-

sion to the College, and recommendations for employment on file with the College, and recommendations for some honor or honor society. The College may not require a student to waive this right nor may the student's status at the College depend upon his or her waiving this right.

## Grading System

In determining grades at the college, the following grade system is used:

Grade	Quality Points (per credit hour)
A	4.00
A- Excellent	3.67
B+	3.33
B Good	3.00
B-	2.67
C+	2.33
C Average	2.00
C-	1.67
D+	1.33
D Passing	1.00
F Fail	0.00
IF Incomplete/Fail	0.00
N No grade received from instructor	0.00
I Incomplete	
S Satisfactory	
U Unsatisfactory	
CR Credit	
AU Audit	
W Withdrew	
WP Withdrew Passing	
WF Withdrew Failing	
T Transfer Credit	
X Course in Progress	

The grade point average (GPA) is determined by dividing the sum of the quality points (QP) by the sum of the credit hours (CR). An example of a student's grades and grade point average is as follows:

ACC 101	
3 Credits x A(4) =	12 QP
ENG 220	
3 Credits x B(3) =	9 QP
ADB 110	
3 Credits x C(2) =	6 QP
CIS 100	
3 Credits x D(1) =	3 QP
HIS 109	
3 Credits x F(0) =	0 QP
30 QP divided by 15 CR =	2.00 GPA

## Incompletes

Faculty members may give a student an incomplete in a course. Six weeks into the following semester, the in-

complete automatically becomes an F if work has not been completed.

## Repeating Courses

A student may repeat any course for credit. A student who fails a course will want to or need to repeat the same course at New Hampshire College. In such an instance the first course grade will not be computed into the total grade point average (GPA); instead, the most recent course grade will be computed in calculating the GPA. All prior grades will appear on the transcript.

## Independent Study

Due to circumstances out of the ordinary, a student may wish to enroll in an independent study. Students should obtain a copy of the procedures from the Registrar's Office. The procedures outline the responsibility of the student in initiating the study and state such requirements as approval by a department chairperson and the Dean's office. Students should keep in mind that faculty members are not required to provide independent studies and do so on a purely volunteer basis.

## Spectrum

Spectrum is a series of special programs designed to create greater student awareness for contemporary issues in the humanities, business and the arts.

Individual faculty members at the College may require attendance at certain lectures and may integrate lecture material into their classes. The overriding purpose of this Spectrum series is to provide for student enrichment above and beyond the classroom.

## Change of Major

A student who wants to change his or her major must obtain the appropriate form at the Registrar's Office. The completed and approved form must be received by the Registrar's Office before the change will become effective.

When a student effects a change of major from an AS program to a BS program, the courses he or she has completed to the date of the change or, should it occur later, to the date of satisfying all the AS requirements, will be deemed as part of his or her AS program.

## Academic Review

A student whose cumulative grade point average (GPA) is less than 2.0 will be placed on scholastic warning. Students on scholastic warning are subject, at the end of any term, to academic dismissal by the Committee on Scholastic Standing. The offices of the Academic Dean and the Vice-President for Student Affairs will be responsible for working with students in academic difficulty.

## Satisfactory Progress/Good Standing

A student will be deemed to be making satisfactory progress either by specific action of the Scholastic Standing Committee or when on schedule to complete a baccalaureate degree program within four years if pursuing full-time studies, within six years if attending on a three-quarter time basis or within eight years if attending on a half-time basis; or when on schedule to complete an associate's degree program within two years if pursuing full-time studies, within three and one-half years if attending on a three-quarter time basis or within four years if attending on a half-time basis.

A student in good standing is defined by NHC as a student who has a total grade point average of 2.0 or better, or as a student who has been approved for matriculation by the Scholastic Standing Committee.

Students receiving financial assistance are required to complete at least 75% of all credits attempted at NHC and must maintain at least a 2.00 Grade Point Average (cumulative).

## Academic Renewal

A New Hampshire College student who changes major, withdraws and returns, or in some other way changes academic attitude or ability, may apply for academic renewal. This allows the student to be considered as a student transferring from another institution. All academic regulations are the same as those for transfer students. The following restrictions are imposed:

- It must be approved by the Scholastic Standing Committee.
- It may be granted only once to a student.
- A new transcript is begun with only acceptable credits transferred to the new record. A new grade point average is started.
- A minimum of 33 credits must be completed at New Hampshire College after renewal is granted.
- Academic renewal does not apply to, nor does it effect, eligibility for student financial assistance.

## Dismissal

New Hampshire College reserves the right to dismiss any student, following procedures outlined in the student handbook, whose presence is deemed detrimental to the best interest of the College.

## Readmission

A student who is dismissed from New Hampshire College for academic causes may petition to be readmitted when evidence can be presented that indicates college work can be successfully resumed. Ordinarily, dismissal shall be for not less than two semesters.

The College has no leave of absence policy. A student who wishes to leave the College and return at a later date must go through the withdrawal procedures; to return

to NHC, the student must submit an application for readmission to the Admission Office.

## Transfer Credits

Students who wish to take courses at other colleges and transfer the credits to New Hampshire College, must receive approval from the Registrar prior to enrolling at the other college. It will be necessary to furnish descriptions of the courses prior to taking them. After completing the courses, the student must arrange to have an official transcript of the course grade sent to the Registrar's Office.

## Student Exchange Courses

New Hampshire College students are eligible to take courses at New Hampshire College and University Council (NHCUC) member institutions during the regular academic year. Courses must be approved in advance by the Registrar and are subject to a space-available basis. Courses completed at other institutions under the program are recorded on New Hampshire College transcripts, and grades are computed into the NHC average. Colleges participating in this program in addition to New Hampshire College are: Colby-Sawyer College, Franklin Pierce College, Keene State College, Nathaniel Hawthorne College, New England College, Notre Dame College, Plymouth State College, Rivier College, St. Anselm College, the University of New Hampshire, Daniel Webster College, and Merrimack Valley College.

## Amendment of Degree Requirements

The courses required in a specific degree program are listed on each student's worksheet. Any change in program course requirements must be approved by the student's department chairperson and by the Academic Dean. A form for this purpose can be obtained from the Registrar's Office. The completed and approved form must be received by the Registrar's Office before the change will become effective.

## Residency Requirements

To graduate from New Hampshire College, students must complete 33 credits in residence at NHC. Students who expect to graduate from the college with a bachelor of science degree must include in their 33 residence credits 12 credits from their major field. Students who expect to earn an associate's degree at New Hampshire College must include in their 33 residence credits nine credits from their major field. No exceptions will be made regarding residency requirements given in this paragraph.

Also, students must complete the final 24 credits of their degree program at New Hampshire College. These 24 credits can be included in their 33 residence credits. Any request for exceptions to the residency requirement given in this paragraph must be in writing setting forth the reasons why the exception is sought and submitted to the Academic Dean who will decide if the request will be granted. (Active duty military personnel are exempted from the final 24 credit residency requirement.)

Residence credits cannot be used simultaneously to satisfy the requirements of more than one program. It is not permissible, therefore, for a student to receive two degrees from New Hampshire College at the same time.

Credits earned for completing NHC internships and for courses in NHC's England program and any approved New Hampshire College exchange program are considered to be residence credits. Credits earned through institutional exams are considered as residence credits, while those credits earned through the College Level Examination Program (CLEP) are not considered as residence credits.

## Graduation Requirements

1. To graduate from New Hampshire College students must complete a minimum of 120 credits of work in the bachelor's degree program or 63 credits in a program leading to the associate's degree. In addition students must have completed their programs with a minimum of a 2.0 grade point average.

2. In order to graduate from New Hampshire College, students must fulfill the residency requirements as specified above.

3. Although D (1.0), D + (1.33) and C- (1.67) grades are considered passing in a course, a student must have a minimum cumulative grade point average of C (2.0) for all work completed at New Hampshire College and must satisfy the requirements of a specific program of study, including residency requirements, in order to receive a degree from NHC.

4. As part of its mission, the College takes seriously its goal of preparing students to be proficient in writing correct, coherent English. The basic English course taken by all freshmen is Basic Writing (ENG 101) which is a prerequisite for English 102, English 103, and English 220.

All entering freshmen will take a Placement Examination testing reading and writing skills. On the basis of this examination, some students may be exempted from English 101. These students will be placed in English 102.

Those freshmen taking English 101 must pass a Basic Writing Competency Examination given at the end of the course. This examination requires students to demonstrate their ability to write coherently, correctly and thoughtfully about a pre-assigned topic. Students must pass this examination in order to receive credit for English 101.

If the students fail the Basic Writing Competency Examination, they must repeat English 101 before being retested. Once students begin a degree program at New Hampshire, they must pass the Basic Writing Competency Examination and may not take English 101 elsewhere.

Upon successful completion of English 101, English 102, and English 103, students are eligible to sit for the College Writing Proficiency Examination, as a passing grade on this examination is a graduation requirement. This examination (jointly-devised and graded by the student's

major department and the Humanities Department) will test reading and writing skills, including ability to analyze, think critically, respond with supporting evidence, and write clear, concise and correct English.

All entering students will take a Placement Examination testing reading and writing skills. On the basis of this examination, some students may be exempted from English 101. Upon successful completion of English 103, students are eligible to sit for the College Writing Proficiency Exam. A passing grade on this exam is a graduation requirement. This exam (jointly-devised and graded by the student's major department and the Humanities Department) will test reading and writing skills including ability to analyze, think critically, respond with supporting evidence, and write clear and correct English.

5. Students entering careers in business require an ability to work with quantitative information. For that reason, the School of Business requires mathematics in all its curricula. Most students will take the basic freshman course, Finite Mathematics (MAT 110). Entering students who are deficient in math skills may be required to enroll in the Fundamentals course (MAT 050). Although the three credits received for MAT 050 count toward a student's grade point average, the credits do not count as a part of total credits required for graduation.

Entering students who have demonstrated superior math skills, including a strong background in Algebra, are placed in MAT 150, a one-semester course that covers material in the two semesters of Math 110 and 111. Students should follow their major worksheets to determine the specific mathematics courses they must take. Those students who have taken MAT 150 will take more advanced versions of the courses, which will not only challenge students but will give them a stronger foundation in mathematics should they want to apply to graduate programs requiring a more substantial math background.

6. A student is held responsible for determining that he or she has earned all necessary credits for graduation. Students who have any questions should refer them to the Registrar.

7. Prospective graduates must petition to graduate by completing an Application for Degree form according to the following schedule:

Apply By	Complete Requirements By	Conferral Date
June 1	August 31	September 15
October 1	December 31	January 15
November 15	May 12	May 13
Any Application for Degree form received late will automatically be held over for the next conferral date.		

The Graduation Fee (\$50) for the Undergraduate School of Business must be paid at the time the Application for Degree form is submitted.

Application for Degree forms can be obtained from and returned to:

Business Graduate Students-Graduate School of Business

Continuing Education-Continuing Education Office

Day Students-Registrar's Office

Culinary Students-Culinary Institute

8. All obligations to the college, such as library fines, tuition dues and fees, must be met; all athletic equipment must be returned.
9. All students are expected to attend the graduation ceremonies.

## Transcript Request

Except as provided by the Federal Education Rights and Privacy Act and in instances where a student consents to release his transcript to another party, the Registrar's Office will not furnish a transcript to any person other than to the person identified by name on the transcript.

Parents who pay the cost (in full or in part) of their child's education may request their son's/daughter's transcript. A request for a transcript must be made in writing and must include the student's signature (or parent's, where applicable).

No transcript will be furnished to a student or former student whose financial obligations to the college have not been satisfied.

## Transcript Cost

There is a charge of \$2.00 per transcript.

## Academic Honors

**President's List and Dean's List:** At the close of each semester at New Hampshire College, the Registrar publishes two lists of students who have achieved a certain standard of academic excellence during the semester's work. Students who have earned a minimum grade point average of 3.50 for the semester are named to the President's List, the highest academic honor at the college. Students who have earned a minimum grade point average of 3.00 but less than 3.50 for the semester are named to the Dean's List.

**New Hampshire College Honor Society:** The New Hampshire College Honor Society has as its primary purpose the stimulation of scholarship within the institution. Toward this purpose the Honor Society recognizes all students with an average of 3.2 or above, maintained from second semester junior year through graduation. Those graduating with this grade point average are recognized as members.

**NBEA Award of Merit:** The National Business Education Association Award of Merit is presented to the

outstanding graduating senior in Business Education. This award is presented at the discretion of the Business Education Department.

**Who's Who Among Students in American Universities and Colleges:** Each year a number of students in the sophomore, junior and senior classes and students in the graduate program are elected to be listed in the publication of *Who's Who Among Students in American Universities and Colleges*. This is an honor accorded to students in good scholastic standing who have contributed particularly to the college's extra-curricular life. The selection committee is chaired by the Associate Director of Residence Life.

## Graduation with Distinction

**Degree of Bachelor of Science:** The degree of Bachelor of Science with certain distinctions will be conferred upon those members of the graduating class who have completed a minimum two years residency requirement, including completion of 60 credit hours in a Bachelor of Science program, and who have met the following standards: Students who have earned a minimum grade point average of: 3.80 Bachelor of Science summa cum laude; 3.50 Bachelor of Science magna cum laude; 3.00 Bachelor of Science cum laude.

**Degree of Associate in Science:** The degree of Associate in Science with certain distinctions will be conferred upon those members of the graduating class who have served a minimum of one year residency requirement, including completion of 33 credit hours and who have met the following standards: Students who have earned a minimum grade point average of: 3.80, Associate in Science with highest honors; 3.50, Associate in Science with high honors; 3.00, Associate in Science with honors.

**Gold Key Award:** Students who are candidates for the Bachelor of Science degree may receive the Gold Key award, the highest academic honor that may be conferred. Graduates receiving the award must have attained a cumulative grade point average of 3.50 and must be eligible for graduation with distinction.





GRADUATE SCHOOL  
OF BUSINESS

# The Graduate School of Business

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New Hampshire College's graduate programs in business have played a significant role in the institutions ongoing evolution. Inaugurated in 1974, the graduate business curriculum was originally conceived and developed as an evening degree program, serving primarily non-traditional students already engaged in full-time employment. While this focus continues to be a conspicuous force in the life of the graduate school, it has been complemented by the establishment of a full-time day graduate program in 1982, a move made possible by the college's acquisition of its north campus. There are now over 1,700 students enrolled in the graduate school.

A separate school within the college since 1981, the Graduate School of Business shares several characteristics with the other academic divisions. It believes in the importance of maintaining an effective working relationship with a broad range of companies, public agencies and departments, and other public and private organizations. It encourages an active interchange of perspectives and experience between the classroom and the workplace, and promotes interaction between active practitioners and both faculty and students. In addition, the graduate school is committed to the objective of community education, and offers its programs at several satellite locations in addition to on-campus, thereby extending the opportunity for more advanced education in business-related disciplines to working adults at times and sites less accessible to more traditional degree programs.

The full-time day program has introduced other elements to these relationships, not only through a wider diversity of background and outlooks, in and out of the classroom, but also through the growing involvement of day graduate students in institutional life, as student consultants, tutors, resident assistants, and other responsibilities.

Approximately one-half of the full-time enrollment consists of international students, underscoring the college's commitment to pluralistic education, and contributing additional perspectives of management in the context of other cultures. A significant number of day students, both international and domestic, are persons who have taken leaves of absence from their places of employment to pursue their degree on an accelerated basis.

## Graduate Education in Business

In addition to the characteristics which it shares with other parts of the college, the graduate school is particularly committed to the following:

- To provide deeper and broader understanding of the dimensions and relationships which operate in the affairs of business organizations. The

common core of courses is an explicit statement of this commitment, recognizing the overall functional and organizational context of business institutions.

- To enhance skills and techniques to be used in pragmatic approaches to both immediate problems in organizational administration and longer-range issues and concerns of regional, national, and global scale. Students are expected to become familiar with the use of analytical tools and related resources, and in their effective application in decision-making and policy formulation. As students progress through their graduate curricula, they acquire further skill in integrating their prior skills and perspectives into new situations.
- To embrace both the concepts of global interdependence and the growing necessity of effective social and transcultural interaction. The graduate school early recognized, through its international business program, the importance of an awareness of the world-wide economic system, and continues to emphasize this awareness and an explicit sense of the intercultural environment of both domestic and multinational business enterprises.
- To promote ongoing professional education. This is reflected in the commitment of the faculty and staff to their own intellectual and professional growth; in the continued enrollment of practicing managers and executives in the graduate programs; and in the graduate school's cooperation with the educational objectives of companies, professional societies, and other bodies.
- To sustain a high quality of teaching and academic excellence. Both full-time and adjunct faculty members are selected not only on the basis of academic credentials and professional competence, but also for their ability to work effectively with students in responding to the challenge of graduate studies and for their commitment to a stimulating academic environment. These traits are maintained and enhanced by regular interaction of full-time and adjunct instructors, within and beyond their academic disciplines, and by the specific input of representatives of the business community into the processes of curriculum and program development.

## Admission

### Unconditional Admission

Unconditional admission to any of the MBA programs or the MS program in Accounting or Computer Information Systems, requires that the applicant have earned a bachelor's degree from an accredited institution of higher learning, with an academic record of 2.5 or better, or 2.7 in the latter half of a completed academic program. In addition, the applicant must have completed specific background preparation in the areas of accounting, economics, mathematics, statistics, business organization, data processing, marketing and law. The MS in CIS requires background preparation in COBOL, files, and one other advanced computer language. If any of the above requirements have not been met, the applicant may still be eligible for limited admission, in which case, the student will be required to satisfy the deficiency in addition to meeting the requirements of his/her chosen graduate program. Unconditional admission to the MS program in Business Education requires that the applicant have earned a bachelor's degree in a business discipline or in business education, or have at least one year of business teaching experience; and that the applicant present scores of either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). No minimum score is specified.

### Advanced Certificate Only Admission

Applicants for the advanced certificate only programs are required to have earned a bachelor's degree from an accredited institution of higher learning, and must satisfy the specific background preparation and/or other prerequisites for the courses in the certificate programs.

### Unclassified Admission

Persons wishing to be admitted in unclassified status (i.e., to enroll in one or two courses as a special student) must also satisfy any specified background preparation requirements and/or prerequisites, in addition to possessing a bachelor's degree or higher from an accredited institution.

### GMAT

Students admitted to the MBA program and to the MS program in Accounting or Computer Information Systems, are required to submit scores on the Graduate Management Admission Test (GMAT) at the time of their admission or within six months of their admission to the graduate school. No minimum score is specified.

### Financial Aid

Students enrolled or accepted for enrollment in either day or evening graduate programs may be considered for several forms of institution and federal financial aid.

Scholarship and work programs are provided by the college. Title IV Federal Student Assistance programs to which graduate students have access include the National Direct Student Loan Program (NDSL), College Work Study Program (CWS), Guaranteed Student Loan Program (GSL) and the Auxiliary Loan Program (ALPS). Application procedures include submission of the college's own financial scholarship and assistance application form and the College Board's Graduate and Professional School Financial Aid Service Form (GAPSFAS).

Additional details are available from the Financial Aid Office.

## 1988-1989 Costs

### Graduate School of Business

#### Full Time Day Program

Students enrolled in the day programs may expect their program to cost:

Tuition	\$10,265
Fees	\$170 (approximately)
Housing on Campus	\$1,800 Single Room (six months)
	\$2,235 Double Room (six months)
On-Campus Meal Plan	\$1,368 (six months)
Books and Supplies	\$600-700 per year

The full time tuition and fees entitle the student complete background courses plus the twelve course MBA program in Administration, or, Any 16 course program. The tuition and fees entitle a full-time day graduate student to take up to eighteen months from the date of initial enrollment to complete his/her degree requirements; if the student needs additional time for program completion, additional tuition and fees will be assessed for all courses taken after the eighteen month period.

#### Evening Programs

Students enrolled in the evening program may expect to pay:

Tuition	\$549/course
Fees	\$50

Books and supplies are sold separately.

## Facilities and Activities

The administrative center of the graduate school is located at the 500-acre north campus, in Alumni Hall, a spacious modern building; both day and evening classes are held in this facility. Alumni Hall also houses the computation center for the graduate school, including a cluster of remote terminals connected on-line with the college's IBM 4341 and related equipment at the south campus, as well as microcomputing equipment and word-processing facilities which are also accessible for student use. These computation resources support a variety of software ap-

propriate to business operations, including BASIC, COBOL, FORTRAN, PASCAL, and the integrated academic operating system, MUSIC. Statistical and analytical packages, simulation and modeling software, and specialized programs in a variety of academic disciplines and functional areas are accessible through the college's systems. Graduate students also make use of the collection and facilities of the Shapiro Library for research, preparation of presentations, and other projects and activities related to media resources and information sources.

The graduate school is also the headquarters of ongoing educational enterprises. The Journal of Educational Computing Research is a scholarly quarterly which publishes original research, reviews, and other studies related to the applications, effects, and implications of computer-based education. In addition, the graduate school is one of a number of schools throughout the United States which participate in the Small Business Institute, a program which provides advanced students with the opportunity to serve as consultants to actual small business operations, assisting them in resolving operational problems.

The graduate school also offers courses, primarily in the evening, at several satellite locations elsewhere in New Hampshire, at the Brunswick Naval Air Station in Maine, and at the Roosevelt Roads Naval Station in Puerto Rico. These centers are administered by on-site directors and staff; details of the specific programs available at these locations may be found in the section, "Where Programs are offered."

Additional information regarding on-campus housing, health services, athletic facilities, placement, and other recreational and extra-curricular resources of the college may be found in the Student Activities section of this catalog.

## Degrees and Programs

### The Underlying Idea

At New Hampshire College, graduate programs are designed

- To promote students' understanding of
  - organizations
  - environments
  - their interaction
- To help students to model and simulate
  - organizations
  - environments
  - their interaction
- To enhance students' skills in directing and administering the affairs of organizations, based on these abilities.

## Program Outlines

### Master of Business Administration Degree

The curriculum for the Master of Business Administration program is designed to prepare students for middle management and senior management positions.

The MBA can be specialized with an advanced certificate, requiring a minimum of 14 graduate courses which include the entire core curriculum (10 courses).

The basic MBA program requires 12 graduate courses, which include 10 core courses and two electives. Students who did not have specified business courses as undergraduates, or equivalent work experience, may need additional background. These courses are available at the Graduate School and are scheduled on the same twelve-week format as the three-credit graduate courses.

#### Required Courses for Basic MBA:

- GSR200 Information Sources, Research Methods, and Communication Techniques
- GSH210 Human Behavior in Organizations
- GCF300 Managerial Accounting
- GCF320 Financial Management
- GCO350 Quantitative Analysis for Decision Making
- GCO351 Production and Operations Management
- GCO352 Introduction to CIS
- GXM400 Marketing Strategies
- GXG410 Business, Government, and the Environment
- GNP600 Policy Formulation and Administration and
- Two graduate business electives (or GNR604 Thesis Option)

#### Advanced Certificates

The Advanced Certificate options in Accounting, Computer Information Systems, International Business, Personnel Administration/Industrial Relations, Marketing, or Finance may be taken as an independent program of graduate study by persons already possessing a graduate business degree who wish to enhance or update their skills in a specific business discipline, and those holding a Bachelor's Degree qualifying on the basis of educational background and professional experience. The Advanced Certificate may also be taken concurrently with the MBA as outlined below.

Successful completion of the Certificate Program requires that the student attain at least a 3.0 GPA with a maximum of one C level grade in those courses within the Certificate Program.

### **MBA with Advanced Certificate Option**

Completion of an MBA with an Advanced Certificate option requires:

1) A minimum of 14 courses, to include 10 core courses. The overall GPA must be a minimum of 3.0 with no more than two grades of C+ or lower in all courses completed.

2) In addition, only one of the allowed grades of C+ or lower may be in the Advanced Certificate Courses, with a minimum of 3.0 in those courses.

Note: MBA with two Advanced Certificates requires a minimum of 18 courses. However, the Graduate School cannot guarantee against scheduling conflicts for students who are pursuing two Advanced Certificates simultaneously;

### **Advanced Certificate in Accounting**

**Courses required for the certificate-only option:**

GCF300 Managerial Accounting\*  
GCF302 Financial Reporting I  
GCF303 Financial Reporting II  
GCF304 Budgeting and Cost Accounting  
GCF305 Auditing  
GCF306 Financial Reporting III  
GPT500 Federal Taxation of Individuals

\*Background Accounting I and II is a prerequisite for GCF300.

### **Advanced Certificate in Computer Information Systems**

**Courses required for the certificate-only option:**

GCO352 Introduction to CIS\*  
GCO355 Data Base Design  
GCO359 Computer Architecture and Software Systems  
GCO360 Principles of Information Analysis and System Development  
GCO361 Principles of System Design

\*Requires background in data processing

### **Advanced Certificate in Marketing**

**Courses required for the certificate-only option:**

GXM400 Marketing Strategies\*  
and any four of the following:  
GXM401 Multinational Marketing  
GXM402 Marketing Strategies for Non-Profit Institutions  
GXM403 Advertising Management  
GXM404 Consumer Behavior  
GXM405 Market Research\*\*  
GXM406 Product Management  
GXM407 Industrial Marketing  
GXM408 Retailing

\*Background marketing is a prerequisite for GXM400

\*\*Note: GCO350, Quantitative Analysis is a prerequisite for the Market Research elective

### **Advanced Certificate in International Business Courses required for the certificate-only option:**

GXE422 Multinational Corporate Environment  
GXM401 Multinational Market Strategies  
GCF321 Multinational Corporate Finance\*  
GNC602 Multinational Corporate Management

\*Note: GCF300 Managerial Accounting and GCF320 Financial Management are prerequisites for Multinational Corporate Finance.

### **Advanced Certificate in Personnel Administration/Industrial Relations**

**Courses required for the certificate-only option:**

GSH210 Human Behavior in Organizations  
GSH211 Human Resource Management  
GSH212 Labor Relations and Arbitration  
GSH214 Compensation and Benefits Management  
GXG410 Business, Government, and the Environment,  
plus

One graduate business elective is required for students pursuing the MBA with the Advanced Certificate in Personnel Administration/Industrial Relations.

### **Advanced Certificate in Finance**

**Courses required for the certificate-only option:**

GCF300 Managerial Accounting\*  
GCF320 Financial Management  
GCF321 Multinational Corporate Finance  
GCF322 Advanced Financial Management  
GPV501 Investment Analysis and Portfolio Management  
and

One finance elective

\*Background Accounting I and II is a prerequisite for GCF300.

### **The Master of Science Degree in Accounting**

The curriculum for this program offers a combination of concentrated studies in accounting as preparation for qualification as a Certified Public Accountant and for a broader based study of management related to the application of accounting theory. The MS in Accounting can be combined with the MBA as a dual degree. The second masters degree from the Graduate School of Business requires a minimum of seven courses beyond the first masters degree.

The MS in Accounting requires 16 graduate courses (48 credits). Some students may be required to satisfy additional background courses which can be waived for undergraduate or work experience equivalent.

### Required Courses:

GSR200 Information Sources, Research Methods,  
and Communication Techniques  
GSH210 Human Behavior in Organizations  
GCF300 Managerial Accounting\*  
GCF302 Financial Reporting I\*  
GCF303 Financial Reporting II  
GCF304 Budgeting and Cost Accounting\*  
GCF305 Auditing\*  
GCF306 Financial Reporting III\*  
GCF307 Seminar in Accounting Theory  
GCF320 Financial Management  
GCO350 Quantitative Analysis for Decision Making  
GCO351 Production and Operations Management  
GCO352 Introduction to CIS  
GXG411 Federal Taxation of Corporations  
GXG412 Business Law  
GPT500 Federal Taxation of Individuals

\*Courses marked with an asterisk (\*) may be waived in favor of other accounting/business electives for persons who have earned an undergraduate degree in accounting, and who maintained an overall GPA of 3.0 in the major.

### The Master of Science Degree in Business Education

The Master of Science in Business Education provides advanced professional knowledge and skill for business educators. It requires 8 graduate courses (30 credits) and can be combined with an advanced Certificate specialization. This option requires a minimum of 10 graduate courses.

### Required Courses:

GSR200 Information Sources, Research Methods,  
and Communication Techniques (3 credits)  
GSR201 Information Sources, Research Methods,  
and Communication Techniques/Business  
Education (1 credit module). May be taken  
concurrently with or subsequent to  
GSR200.

GSR202 Current Literature in Business Education\*  
GCE360 Improvement of Instruction in Business  
Education\*

GCE361 Curriculum Development\*

GCE362 Administration and Supervision in Business  
Education\*  
and

One graduate education elective\* (or GNR604 Thesis  
Option)  
and

Two graduate business electives (three credits each)

\*Four credit courses

Areas of Certification

\*Comprehensive Business Education

\*Comprehensive Marketing Education

\*Secretarial Business Education

\*Accounting Business Education

To receive certification in any of the four areas listed above, a student must successfully complete the basic Master of Science in Business Education Program, and:

1. Substitute GCE364 Vocational Student Organization and Cooperative Work Experience for the four credit education elective.

2. Complete eight (8) credits of GCE 370 Student Teaching.

3. Pass the State Pre-Professional Skills Test.

4. Document 2,000 hours of work experience in the field of certification.

5. Meet other competencies as determined by the Coordinator of the program.

### The Master of Science Degree in Computer Information Systems

The MS in CIS is designed for students who wish to pursue a career in the analysis, design and management of computer-based information systems. The program will meet the needs of students currently involved in a computer-related occupation, as well as those who wish to move into the field from another career specialty.

The MS/CIS program has as its goals:

- Establishing a firm foundation in both the theory and practice of computerized information system analysis, design and management.

- Exposing students to the most current tools and approaches.

- Enabling students to develop additional technical competency through internships and area concentrations within the MS curriculum.

### Required Courses:

GSR200 Information Sources, Research Methods,  
and Communication Techniques

GCF300 Managerial Accounting

GCO350 Quantitative Analysis for Decision Making

GSH210 Human Behavior in Organizations

GCO351 Production and Operations Management

GCF320 Financial Management

GCO352 Introduction to CIS

GCO353 Computer Simulation and Modeling in  
Business

GCO354 Data Communications and Networking

GCO355 Data Base Design

GCO356 Projects in CIS

GCO359 Computer Architecture and Software  
Systems

GCO360 Principles of Information Analysis and  
Systems Development

GCO361 Principles of Systems Design  
and

Two CIS Electives

A comprehensive examination is required of all MS/CIS students.

## Cooperative Education MBA

The Cooperative Education MBA is designed to provide management work experience for the full-time day MBA candidate. Cooperative Education placements are arranged through the Career Development Center with quality businesses who provide meaningful management experience for the student, and compensate them for their work. The program is designed to prepare students for middle and, ultimately, senior management positions.

The Coop Ed MBA program requires 13 graduate courses, which includes ten core courses, one elective, an industry field experience, and a professional placement.

Students who did not have specified business subjects as an undergraduate or equivalent work experience may need additional background courses. These are available at the Graduate School and are scheduled in the same 12 week format as the 3 credit graduate courses. The Coop ED MBA student requiring background courses will be charged a per course fee for them in addition to the basic tuition for the Coop Ed MBA.

The two paid cooperative education placements required in this program are for 10 weeks each, with a minimum of 30 hours per week.

### Required Courses:

GSR200 Information Sources, Research Methods and Communication Techniques  
GSH210 Human Behavior in Organizations  
GCF300 Managerial Accounting  
GCF320 Financial Management  
GCO350 Quantitative Analysis for Decision Making  
GCO351 Production and Operations Management  
GCO352 Introduction to CIS  
GXM400 Marketing Strategies  
GXG410 Business, Government, and the Environment  
GNP600 Policy Formulation and Administration  
GNI607 Industry Field Experience  
GNI608 Professional Placement and  
One graduate business elective

## Where the Programs are Offered

All five M.B.A. programs and the M.S. program in Accounting are offered in both the daytime and evening at the North Campus in Hooksett. The other locations offer the courses leading to these degrees:

Nashua, New Hampshire: Basic M.B.A. program in Administration; advanced certificate program in Personnel Administration/Industrial Relations  
546 Amherst Street  
Nashua, NH 03063  
603-881-8393

Portsmouth, New Hampshire: Basic M.B.A. program in Administration; advanced certificate program in Accounting; M.S. in Business Education  
Portsmouth Business Center  
U.S. Route 1 - Greenleaf Avenue  
Portsmouth, NH 03801  
603-436-2831

Salem, New Hampshire: Basic M.B.A. program in Administration; advanced certificate program in International Business  
151 Main Street  
Salem, NH 03079  
603-893-9600

Brunswick, Maine: Basic M.B.A. program in Administration  
Brunswick Naval Air Station  
Box 4  
NAS Brunswick, ME 04011  
207-725-6486

Ceiba, Puerto Rico: Basic M.B.A. program in Administration  
Roosevelt Roads Naval Station  
P.O. Box 3602  
USNS  
FPO Miami, FL 34051  
809-865-8598

## When the Programs are Offered

These programs are offered in twelve-week terms starting in September, December, March, and June. Students are admitted to any of the day programs primarily in September and March; admission to the evening programs is in September, December, March, and June at all locations.

The M.S. program in Business Education is offered at the north campus in Hooksett, and is scheduled in two 16-week evening terms, starting in September and March, and a five-week summer day term starting in July.

Classes routinely meet for three hours once each week. Saturday classes are offered at the north campus and at the centers in Nashua, Portsmouth, and Salem, New Hampshire.

## Calendar Academic Year 1988-89

Term I
September 12, 1988-December 3, 1988
Term II*
December 5, 1988-March 11, 1989
Term III
March 13, 1989-June 3, 1989
Term IV
June 5, 1989-August 26, 1989

\*Holiday, December 19, 1988 to December 31, 1988; classes resume Monday, January 2, 1989.

# Graduate School of Business—Course Descriptions

## **GSR200 Information Sources, Research Methods, and Communication Techniques**

Development of awareness of and improvement of personal skills in the use of available sources of information, and in effective written and oral communication. (Required as one of the first three courses in all programs.) (Background preparation: three credit hours in statistics, or equivalent.)

## **GSR201 Information Sources, Research Methods, and Communication Techniques/ Business Education (1 credit module)**

Development of awareness of and improvement of personal skills in the use of available sources of information, and in effective written and oral communication. A one-credit module is related to the body of knowledge particularly applicable to business education. (Background preparation: three credit hours in statistics, or equivalent.)

## **GSR202 Current Literature in Business Education**

Familiarization with the latest developments in business and business education through an in-depth examination of current books and periodicals.

## **GSH210 Human Behavior in Organizations**

A study of individuals and groups and their interaction. An examination of theories of motivation, communication, leadership, power, and change with practical relation to contemporary issues, and of organizations for key design variables, reward systems aimed at improved performance and organizational efficiency through current employee motivational programs, participative management, and cooperative decision-making.

## **GSH211 Human Resource Management**

Development of more effective managers and staff specialists in the ways of managing human resources through best use of recruiting, selection, training, career development, and other current, contemporary methods. Introduction to the areas of compensation, collective bargaining, affirmative action, and the regulatory environment as they relate to today's human resource applications in actual organizations. (Prerequisite: GSH210, Human Behavior in Organizations.)

## **GSH212 Labor Relations and Arbitration**

A study of both public and private labor relations and methods of dispute resolution, stressing labor agreement administration, grievance procedures, and arbitration. Examination of the history of union-management relations, bargaining, and negotiation strategies. The limitations of the use of power are also studied. (Prerequisites: GSH210 Human Behavior in Organizations required, and GSH211 Human Resource Management recommended.)

## **GSH213 Seminar in Interpersonal Behavior**

An in-depth examination and practical problem-solving setting for a study of personal assumptions, motives, theories, and interpersonal relations in organizations of contemporary and current interest. Involvement in the experiential learning dimension to maximize student participation in actual interpersonal behavior and research. (Prerequisite: GSH210 Human Behavior in Organizations.)

## **GSH214 Compensation and Benefits Management**

A detailed examination of the compensation and benefits functions within the human resources department, and their impact on both employer and employee. This examines the legal, accounting, financial, tax, and employee benefits functions with emphasis on the many compensation and benefit plans available, in use, and being researched. A practical look at current issues, negotiations, and contemporary organizational programs. (Prerequisites: GSH210 Human Behavior in Organizations and GSH211 Human Resource Management.)

## **GCF300 Managerial Accounting**

A study of the accumulation of accounting information with emphasis upon its internal use for management planning, control, and decision-making. (Background preparation: six credit hours of accounting, or equivalent.)

## **GCF302 Financial Reporting I**

An examination of the theory and practices of financial accounting with emphasis on asset and liability, measurement and reporting. (Prerequisite: GCF300 Managerial Accounting.)

## **GCF303 Financial Reporting II**

A continuation of GCF302. Topics include stockholders' equity, income measurement, income taxes, pensions, leases and statement of changes in financial position. (Prerequisite: GCF302 Financial Reporting I.)

## **GCF304 Budgeting and Cost Accounting**

A comprehensive study of concepts, procedures, and practices of accounting systems designed to aid in the planning and control process of a variety of profit and non-profit organizations. (Prerequisite: GCF300 Managerial Accounting.)

### **GCF305 Auditing**

A study of the concepts and methods of professional audit practice. (Prerequisite: GCF303 Financial Reporting II.)

### **GCF306 Financial Reporting III**

An examination of advanced accounting topics such as partnerships, consolidations, insolvencies, estates and trusts. (Prerequisite: GCF303 Financial Reporting II.)

### **GCF307 Seminar in Accounting Theory**

Extensive survey of historic and contemporary accounting literature to provide students with an appreciation of the development and current status of generally accepted accounting principles, and issues relating to their application. (Prerequisite: GCF306 Financial Reporting III.)

### **GCF320 Financial Management**

A study of financial decision-making in the setting of the firm, including its relationships with financial markets and institutions. (Background preparation: six credit hours in economics. Prerequisite: GCF300 Managerial Accounting.)

### **GCF321 Multinational Corporate Finance**

A study of problems of financing and reporting international operations with particular emphasis upon evaluation of risk, and strategies of funding in international monetary relationships. (Prerequisite: GCF320 Financial Management.)

### **GCF322 Advanced Financial Management**

This course covers the policy options available to financial managers in the areas of working capital management as well as long term decisions involving capital budgeting, capital structure, dividend policies and warrants and convertibles. Extensive use is made of cases so that students can deal with the problems faced by firms in the real world of business. (Prerequisite: GCF320 Financial Management.)

### **GCF324 Public Government Finance**

A study of financial decision-making within federal, state and local government units with respect to expenditures; and taxes, fees, and money and capital markets as sources of funds to finance government operations. (Prerequisites: GCF320 Financial Management and six credit hours of undergraduate economics or equivalent.)

### **GCF326 Money and Capital Markets**

This course analyzes the processes at work within the U.S. financial system. Students will study the nature of its major participants, their objectives and procedures for assessing opportunities and for pricing risk. Furthermore, students will analyze the role of the financial system in

the allocation of credit to the different sectors, its responsiveness to economic activity and its continuous adaptation to changing needs. Emphasis will be placed on the role and functions of the federal reserve system. (Background preparation: six credit hours of undergraduate economics or equivalent. Prerequisite: GCF320 Financial Management.)

### **GCO350 Quantitative Analysis for Decision-Making**

A survey of mathematical, probabilistic, and statistical tools available for assisting in the operation and management of industrial organizations. (Background preparation: six credit hours in mathematics, three credit hours in statistics, or equivalent.)

### **GCO351 Production and Operations Management**

Study of the concepts of production and operations, and of a variety of methods and techniques used in their management. (Background preparation: six credit hours in economics. Prerequisite: GCO350 Quantitative Analysis for Decision-Making, or by permission of the instructor.)

### **GCO352 Introduction to CIS (Decision Support Systems)**

Introduction to systems concepts and analysis, and their application to management and decision-making through the use of computer technology. (Background preparation: three credit hours in data processing, or equivalent.)

### **GCO353 Computer Simulation and Modeling in Business**

Examination of computer simulation and modeling techniques and their applications in the business environment using DYNAMO, BASIC, FORTRAN, GPSS, and other languages. (Prerequisites: GCO352 Introduction to CIS, GCO350 Quantitative Analysis for Decision Making, GCO355 Data Base Design, and GCO360 Principles of Information Analysis and System Development.)

### **GCO354 Data Communications and Networking**

Examination of the elements of communications networks including common carrier offerings, terminal types, multiplexing and concentrator offerings, vendor protocols, and system design considerations. (Prerequisite: GCO352 Introduction to CIS, GCO355 Data Base Design, and GCO 360 Principles of Information Analysis and System Development.)

### **GCO355 Data Base Design**

Development and management of data based on thorough study of computer-based systems concepts and design of a decision-support project. (Prerequisite: GCO352 Introduction to CIS, and GCO359 Computer Architecture and Software Systems, may be taken concurrently with GCO355.)

### **GCO356 Projects in CIS (Seminar in Decision Support Systems)**

Overview of current affairs and emerging developments in the realm of computer-based management systems. (Prerequisites: GCO353 Computer Simulation and Modeling in Business, or GCO354 Data Communications and Networking, and GCO361 Principles of System Design.)

### **GCO357 Principles of Artificial Intelligence**

An introduction to the basic concepts and techniques of artificial intelligence. Emphasis is on representational strategies and notational systems/structures. In addition to surveying the field, a number of business applications will be studied in depth. Topics include: production systems, heuristic search, natural language understanding, problem-solving, deduction, question-answering and inference. Fifth-generation computer systems will be examined along with knowledge-based automatic programming, integrated data-bases, robotics, advisory systems, intelligent DSS. An introduction to logic programming with PROLOG will allow hands-on experience. (Prerequisites: GCO350 Quantitative Analysis for Decision-Making, GCO352 Introduction to CIS.)

### **GCO358 Introduction to EDP Auditing**

A study of the process, tools, and techniques used in auditing computer-based information systems and in evaluating their internal controls. (Prerequisite: GCO352 Introduction to CIS.)

### **GCO359 Computer Architecture and Software Systems**

An introduction to modern computer digital logic, machine architecture and software systems. It includes operating systems software principles and applications as well as the interrelationships between hardware and machine assembly language software. Various components of mainframe and microcomputers are examined along with business applications/configurations. (Background preparation: three credit hours in COBOL, BASIC, and Files. Prerequisite: GCO352 Introduction to CIS.)

### **GCO360 Principles of Information Analysis and Systems Development**

Focuses on techniques of information analysis which underlie the development of information systems. Using the systems life cycle as a point of departure, the course will examine approaches for managing and controlling applications development. The student will get a working understanding of methods for analyzing information needs and specifying application system requirements. He/she will also be exposed to issues of group dynamics and individual behavior which affect the processes studied. Management organization, technology, and economic perspectives are considered. (Prerequisites: GCO352 Introduction to CIS, and GCO359 Computer Architecture and Software Systems.)

### **GCO361 Principles of Systems Design**

Designed to integrate the areas of computer technology, information analysis, and systems design to and from the student in designing large scale computer based, application-oriented, information systems. The course provides the knowledge and skills necessary to develop a logical design and implement an operational system from that design. Attention will focus on hardware and software selection; techniques of logical and physical file design; system testing; strategies for conversion; implementation and evaluation. (Prerequisites: GCO355 Data Base Design, GCO360 Principles of Information Analysis and Systems Development.)

### **GCO362 Advanced EDP Auditing**

Focuses on the process of auditing in an EDP environment. Students will be exposed to the tools and techniques available for auditing computer based information systems. The course will also focus on the process of collecting and evaluating evidence to determine whether a computer system safeguards assets, maintains data integrity and security; and consumes resources efficiently. Finally, the course will provide students with experience in review, testing, and evolution of internal controls. (Prerequisite: GCO358 Introduction to EDP Auditing-may be taken concurrently.)

### **GCO365 Building Expert Systems**

A variety of expert systems will be examined on a case basis. Students will participate in the design and implementation of an artificially intelligent expert system using logic programming and other techniques. The PROLOG language is covered in depth. (Prerequisites: GCO353 Computer Simulation and Modeling in Business, GCO355 Data Base Design, GCO357 Principles of Artificial Intelligence.)

### **GCO366 Topics in CIS**

An advanced topic of current interest in business computing will be covered in depth. Students will have the opportunity to complete a paper or project on this topic. (Prerequisite: GCO361 Principles of System Design.)

### **GCO367 Project in Artificial Intelligence**

Designed to give the advanced student the opportunity to put theory and practical knowledge together in the design and implementation of a large-scale artificial intelligence project. Students will utilize a variety of advanced AI techniques and programming languages. This project is the capstone of the Artificial Intelligence Concentration. (Prerequisite: GCO365 Building Expert Systems.)

### **GCO368 Project in EDP Auditing**

Requires the student to design and implement a computer based advanced EDP Auditing project using the material covered in the previous EDP Auditing courses. The focus of the project will be upon developing or refining new tools for EDP Auditing. (Prerequisite: GCO362 Advanced EDP Auditing.)

### **GCE360 Improvement of Instruction in Business Education (4 credits)**

An advanced review and comparison of business education classroom methodologies, including simulations, role-playing, and computer-based techniques.

### **GCE361 Curriculum Development (4 credits)**

Design and modification of effective business education curricula.

### **GCE362 Administration and Supervision in Business Education (4 credits)**

Modern administrative theories and practices related to secondary and post-secondary business education programs.

### **GCE363 Microcomputers in Business Education (4 credits)**

A study of the use of the microcomputer in secondary and post-secondary business education courses. The course emphasizes BASIC language. Each student is required to prepare some workable programs for business education courses, as well as evaluate existing software. (Background preparation: three credit hours in data processing, or equivalent.)

### **GCE364 Vocational Student Organization and Realistic Work Experience (4 credits)**

A course that investigates and discusses current issues in both business and vocational education. Examples of topics to be included are the effective employment of youth organizations in a program and the efficient running of a cooperative work experience program. The class members are expected to apply, in a practical sense, the principles discussed in the course such as the preparation of a youth organization project.

### **GCE370 Student Teaching**

A practical application of the theories learned in the business education program. The student will be assigned to a high school for a period of eight weeks. Active teaching of at least three class periods per day, plus other assigned duties, will begin promptly. Supervision is by the Graduate School of Business and grading is a letter grade.

### **GXM400 Marketing Strategies**

A study of the process of searching for, and identifying, prospective opportunities for establishing effective relationships with markets, and of the techniques of marketing. (Background preparation: three credit hours in marketing, or equivalent.)

### **GXM401 Multinational Market Strategies**

A study of the particular issues involved in identifying and developing relationships with international markets. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM402 Marketing Strategies for Non-Profit Institutions**

Applications of marketing concepts and practices to not-for-profit organizations and explorations of sources of financial support and strategies for their development. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM403 Advertising Management**

Addresses the specific activities involved in managing a campaign including research, media selection, copywriting, layouts and the role of ad agencies. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM404 Consumer Behavior**

Addresses the psychological, as well as sociological, foundations of consumer behavior; how firms research these "roots" and then design strategies on the basis of what they learn. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM405 Market Research**

Addresses identification of the value of research as well as identification of the problem to be resolved. Numerous mathematical analysis techniques will be incorporated into the course as well as research design issues. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM406 Product Management**

Addresses the growing role of product manager within the marketing organization and his/her role in new product development and management. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM407 Industrial Marketing**

Addresses the very real distinctions from consumer marketing as well as sales force management material. (Prerequisite: GXM400 Marketing Strategies.)

### **GXM408 Retailing**

Addresses the fundamentals of merchandising and promotion from both the perspective of the proprietorship and a chain-store manager. Incorporates the topics of franchising, telemarketing and research into the course. (Prerequisite: GXM400 Marketing Strategies.)

### **GXG410 Business, Government and the Environment**

Consideration of the relationships between business organizations and a variety of external interests, and of methods of interacting with those interests.

### **GXG411 Federal Taxation of Corporations**

Theory and practice of federal income taxation of corporations, partnerships, estates and trusts. (Prerequisite: GPT500 Federal Taxation of Individuals.)

### **GXG412 Business Law**

Theory and application of the laws of regulations, contracts, agency, property, and business organizations. (Background preparation: three credit hours in business law, or equivalent.)

### **GXE420 Business Cycles and Forecasting**

A study of theories of fluctuations of economic activity and of techniques for forecasting business conditions and rates of business activity. (Background preparation: six credit hours in economics, or equivalent.)

### **GXE421 Institutional Economics**

A study of theoretical and philosophical foundations of capitalism as compared to alternative economic systems. (Background preparation: six credit hours in economics, or equivalent.)

### **GXE422 Multinational Corporate Environment**

A survey of economic, social, and political relationships among and within nations, and their impacts upon corporations operating in an international context.

### **GPT500 Federal Taxation of Individuals**

The theory and practice of federal income taxation of individuals.

### **GPV501 Investment Analysis and Portfolio Management**

A study of the techniques used to assess the value of securities, and the methods used in the management of investment portfolios, with primary focus on stocks and bonds in terms of their valuation, risk-return measurement, diversification, and other aspects of portfolio theory. (Prerequisite: GCF320 Financial Management.)

### **GNP600 Policy Formulation and Administration**

An application of learned skills, and a testing, distillation, and integration of insights gained from preceding courses and other sources. (May not be taken until at least ten courses have been completed in the program. In addition, the background requirement in Business Law must be satisfied.)

### **GNS601 Entrepreneurship and Small Business Management**

A study of entrepreneurship and small business from a management standpoint, including analyses of research, marketing, taxes, forms of business, capital and venture capital opportunities, and a real-life project or Small Business Institute consultancy.

### **GNS602 Consulting**

An examination of consulting, from defining what a consultant is to analyzing the problems and expenses involved in starting a consulting business. Topics include: promotion, establishment of a client list, computers in support of consulting, and contracts.

### **GNC602 Multinational Corporate Management**

Introduction to the nature of international operations and of the issues of management of multinational activities, with particular reference to cultural, political, economic, and physical dimensions of foreign nations.

### **GNN603 Management of Non-Profit Organizations**

A study of planning, budgeting, control, and other management activities in the context of the not-for-profit institution.

### **GNR604 Thesis Option**

Students may substitute six credit hours of thesis credit in lieu of two elective courses in the MBA and MS/Accounting programs, or one graduate education elective in the MS/Business Education program, upon acceptance by a full-time supervising faculty member and with prior approval of the dean of the graduate school. A thesis must be completed within nine months of its approval.

### **GNR605 Internship**

A limited program of internships (for academic credit in substitution for course work) is available for full-time day students to enhance their educational experience through appropriate, supplemental, work-oriented activity in selected environments. Internships, administered by the Office of Cooperative Education/Internships/Placement and supervised by faculty members, are subject to tuition charges related to the number of hours of credit granted. To qualify, a student must have earned a grade point average of at least 3.0 and have obtained the permission of a sponsoring full-time faculty member. Credit for the internship activity will be granted only upon receipt of an oral and written report submitted to and accepted by the faculty sponsor. Students who do not participate in internship work are expected to complete the equivalent number of credits in elective courses.

**GNR606 Productivity Management**

Fundamentals of productivity management and measurement, and a study of current strategies for enhancing organizational effectiveness from the perspective of the operating manager.

**GNI607 Cooperative Education MBA-Industry Field Experience**

This placement is for a three-month period with any industry in any business subject area. The purpose of this placement is to familiarize the student with the responsibilities, work load, and duties of middle management. Students must work at least 10 weeks at 30 hours per week, attend the Cooperative Education Seminar, and turn in the required written assignments to successfully complete the Industry Field Experience. The Industry Field Experience is to be taken in the student's second or third term provided the student has at least 9 credits earned, all with grades of B or higher, three of which are in GSH210 Human Behavior in Organizations.

**GNI608 Cooperative Education MBA-Professional Placement**

This placement is for a three-month period within an industry and business subject area directly related to one of the Graduate School's core course areas. The purpose of this placement is to provide "real life" experiences in a middle management position related to the student's MBA program under the direction of the core subjects area coordinator. Students must work at least 10 weeks at 30 hours per week and complete required written assignments as assigned by a core area faculty member to successfully complete the Professional Placement. This placement is to be taken in the student's fifth or sixth term provided the student has a B average, 27 credits earned, three of which are in GXG410 Business, Government and the Environment, and has successfully completed the Industry Field Experience with a grade of B or better. Students who complete both GNI607 and GNI608 may substitute them for one three credit business elective in the 12-course (36-credit) MBA program.

**Independent Study**

In exceptional circumstances an independent study arrangement may be approved by the Dean of the Graduate School of Business. This arrangement requires a written request and justification by the student, identification of a supervising faculty member, and the approval of the Dean.

**Academic Requirements**

**Level of Achievement Expected**

To qualify for a graduate degree, a student must complete the courses prescribed, and the number of hours of credit required in the program of study, with a minimum overall grade point average of 3.0 and no more than two grades of C+ or lower. All degree requirements must be completed within eight years from the date of admission. An extension of time requires action of the Scholastic Standing Committee and must be based on good cause.

**Grades**

Students are graded upon their performance according to the traditional system of A (4.00), A- (3.66), B+ (3.33), B (3.00), B- (2.66), C+ (2.33), C (2.00), and F (0). No credit is granted for a grade of F. Other grades include:

Incomplete*	I
Incomplete/Failure	I/F
Satisfactory	S
Unsatisfactory	U
Credit	CR
Audit	AU
Withdraw**	W
Transfer Credit	T

**Scholastic Standing**

The Admission and Scholastic Standing Committee of the Graduate School of Business meets each term to review student transcripts in order to determine scholastic standing. Scholastic problems are classified as follows:

1. Scholastic Concern (SC) A student who, for the first time, earns a cumulative GPA of less than 3.0.
2. Scholastic Warning (SW) A student earning a cumulative GPA of less than 3.0 for two consecutive terms.
3. Continued Scholastic Warning (CSW) A student earning a cumulative GPA of less than 3.0 for three or more consecutive terms.
4. Scholastic Warning-2 C's (SW/2C's) A student earning two grades of C with a cumulative GPA of less than 3.0.
5. Academic Probation (AP) A student who has been placed on academic probation with specific probationary requirements.
6. Scholastic Warning-Special (SW/SP) A) A student receiving a grade of I/F or F B) A student whose program may be considered in serious academic difficulty.
7. Academic Dismissal A student dismissed from the Graduate School of Business. Special letters are sent to students who are placed on Academic Probation or who are Academically Dismissed. These letters are sent by certified mail.

## Courses Repeated

Graduate students may be permitted to repeat courses by petition to, and with approval of, the dean. The first grade assigned remains on the student's record but is not used when calculating grade point average. The grade assigned for the course as repeated is also recorded, and is used in computing the student's achieved grade point average.

## Confidentiality of Records

Access to students' records is restricted by federal law and college policy. Grades are provided only in written reports mailed to students promptly following the completion of each course.

### \*Incomplete Performance

The grade of I is assigned when course assignments have not been completed, and arrangements have been made with the instructor. The grade of F is automatically substituted for the grade of I eight weeks after the start of the following term if the deficient work has not been completed satisfactorily.

### \*\*Withdrawal from Courses

Students may withdraw from courses upon presentation of a written request to the instructor prior to the end of the eighth week of any term; thereafter, express permission of the course instructor is required. Non-attendance at class meetings is not construed as a withdrawal. An instructor may withdraw any student from a course on the grounds of excessive (three or more) absences, and/or if, in the opinion of the instructor, the student will be unable to complete the course requirements satisfactorily. Full-time day students must meet with the Academic Coordinator to approve withdrawals, and each withdrawal counts as one of the sixteen courses covered by full-time tuition.

## Transfer Credit

Graduate credit earned at another accredited institution during the last five years may be accepted in satisfaction of New Hampshire College courses.

A maximum of six semester hours may be transferred into any of the MBA degree programs or the MS programs in Accounting or Computer Information Systems; a maximum of eight semester hours may be transferred into the MS program in Business Education. Credits are transferable; grades are not. Grades earned at other institutions do not appear on the student's NHC transcript, nor are they calculated in the overall GPA.

Again, the criteria for accepting a course in transfer are as follows:

1. The student must have received B or above in the course.
2. The course must have been taken within the past five years.

3. The student must provide an official transcript indicating the course was taken for graduate credit.

4. The course must have been taken at an accredited institution.

5. The course must be appropriate to the program being pursued.

6. The Dean of the GSB gives final approval on transfer credits.

## English Language

Students whose primary language is not English are required to submit scores on the Test of English as a Foreign Language (TOEFL). The American Language and Culture Center, at the South Campus offers intensive instruction to students needing more proficiency in speaking and writing English. Students who require instruction in English should be advised that their tenure at NHC could be extended by several terms and that additional tuition is charged for the ESL (English as a Second Language) and GLS (Graduate Language Study) programs.

Students who have not submitted a TOEFL score or students whose TOEFL is below 550 must have their English skills assessed upon arriving on campus. Based on the results of the assessment tests, students who need additional English Language study may fall into one of two categories:

1. Assignment to the Graduate Language Study (GLS) Class will occur for students who need additional work in English but whose skills are strong enough to accommodate some graduate study. Students in this group may take one or two graduate courses or prerequisites concurrently. Students with TOEFLs between 500 and 550 generally fall in this category.

2. Students who need full-time English study will be assigned to an ESL (English as a Second Language) class for one or more terms until their skills are strong enough for Graduate Study.

## Internships

Internships for credit are available to full-time day MBA and MS candidates approved by faculty for graduate-level educational work experience. These internships supplement traditional classroom experience. In many cases, compensation is not awarded; schedules are flexible and arranged to best suit each student's and employer's needs. Although the graduate school maintains relations with business and industry, non-profit organizations, and governmental agencies with which internships can be arranged, the Career Development Center, in conjunction with the graduate school, is responsible for job development and placement.

Limited academic credit in lieu of course work is granted for successful completion of approved internships. A list of employers who have sponsored New Hampshire College interns is available through the Dean's Office.

## **Time Needed for Completion of the Degree Programs**

Full-time day students who have satisfied all requirements for admission may be able to complete the programs on the following schedule:

Administration (M.B.A.)

Four terms (one year)

Administration (M.B.A. with an Advanced Certificate option)

Six terms (1 1/2 years)

Accounting (M.S.), CIS (M.S.), Co-op (M.B.A.)

Six terms (1 1/2 years)

Programs offered in the day may be completed on an eighteen-month (1 1/2 year) schedule at no additional charge if at least nine courses have been successfully completed in the first twelve months after initial enrollment. Day students who have not satisfied all background preparation requirements will require one or two additional terms to complete their programs.

Evening students who have satisfied all requirements for admission may be able to complete the programs on the following schedule:

Administration (M.B.A.)

Six terms (1 1/2 years)

Administration (M.B.A.) with an Advanced Certificate option/Eight terms (two years)

Accounting (M.S.) and CIS (M.S.)

Eight terms (two years)

The M.S. program in Business Education requires four to six terms for completion.

All degree requirements must be completed within eight years from the date of admission.

## **Graduation**

The Graduate School of Business awards degrees twice a year. Students who complete their degree requirements at the end of Terms I or II (December or March) are awarded their degrees in March. Students who complete their degree requirements at the end of Terms III or IV (June or August) are awarded their degrees in September.

Students must complete all degree requirements no later than the end of the last full term before graduation (for example, a potential March graduate must have completed all requirements by the end of Term II). In addition, students must submit a formal graduation petition form no later than the following dates:

For March graduation-submit petition before November 1st.

For September graduation-submit petition before May 1st.

## **Concluding Remarks**

Since the first Master of Business Administration degree was awarded by New Hampshire College in 1975, the number of graduates of the M.B.A. and M.S. programs has grown to more than one thousand men and women, actively engaged in careers in business and industry, public

service, and other professional enterprises, both in the United States and in more than a dozen other countries.

This substantial breadth of alumni representation in employment and geography provided the Graduate School of Business with a clearer sense of its responsibility to ensure quality in its response to current educational needs, and to maintain an effective capacity to identify and respond to developing needs.

## **Community Economic Development Program**

The Community Economic Development Programs have five components:

- An academic program in Community Economic Development (CED) offering a master's degree.
- An academic program in International Community Development (ICD) offering a master's degree in Community Economic Development with an International Specialization.
- An academic program in Puerto Rico offering a bachelor of science degree in Community Economic Development. (This program is taught in Spanish.)
- A series of short-term training programs offering intensive instruction over a 12-week period. People successfully completing the training will be awarded a certificate. The short-term program is geared primarily for people working overseas.
- The Institute for Cooperative Community Development (ICCD) is an affiliated, private, non-profit, tax-exempt organization that provides resources and technical assistance to a variety of community organizations, projects and government agencies.

## **Program Purpose**

The degree programs were created to provide specific technical skills in finance, management, legal structures, organizational systems, housing development, business development, cooperatives and land use for people working with community-based agencies and for groups representing the interests of low-income people in urban and rural settings.

The CED Program views community development as a strategy for addressing economic problems in communities and societies faced with "changing business, social and personal needs". Such development calls for social and economic activities and programs which promote total community benefit rather than individual financial gain. The program promotes community development efforts through:

1. creating a network of technically competent, socially aware and politically sensitive graduates who share a common vision of community-based development strategies; and,
2. providing quality technical support to this network and to other organizations and agencies working on community development issues in the region, the country and the world.

# The Master's Degree In CED

## Academic Standards

### Admission

For the master's level, the admission requirements include: evidence of the successful completion of a bachelor's degree, two years work experience in community development or a related field, and a completed application form and a personal statement. NOTE: Non-native speakers must pass an English proficiency test, (TOEFL) exam, with a score of 550 or better.

Admission requirements for students with non-traditional preparation (e.g., students without bachelor's degrees) involve a more extensive application process, including:

completed application, personal statement as described in the application kit, copies of any official transcripts of undergraduate work completed, personal visit and interview, writing sample (a 4 to 6 page written essay, at the time of the interview, which responds to a CED problem and requires the applicant to think and write as well as problem-solve), a minimum of five years community economic development or community service experience, currently involved in an ongoing community economic development project, a full faculty review and approval of the application, a sustained 3.0 GPA in the first term. NOTE: In the case of overseas students, an interview and the essay (done at the time of the interview) may be replaced by three letters of recommendation and a writing sample.

### How to Request an Application for the CED Programs

To request an application for admission contact: Michael Swack or Sharon Hunt, Community Economic Development Program, New Hampshire College, 2500 North River Road, Manchester, NH 03104 USA Phone: (603) 668-2211 or (603) 644-3103 Telex: 710 2200616 Answer back: NHCollegeMAN

### Financial Aid

Limited scholarship money is available from the CED Program. American students may qualify for financial assistance from the federal government. The College maintains a fully-staffed financial aid office to assist students applying for federal financial aid programs.

### Fees

National Program:

\$1300/term X 4 terms = \$5200

International Program:

\$2640/term X 3 terms = \$7920

Short-term training:

range from \$2640/term to \$4600/term

Puerto Rico:

\$950/term X 8 terms = \$7600

### Academic Progress

All students must maintain a 3.0 GPA to remain in good standing while in the program.

### Graduation Requirements

In order to graduate, students must complete 36 credits in residence at New Hampshire College with a GPA of 3.0. Students must also complete the applicable required courses (described below).

### Program Description—National CED Track

Courses in this track are offered one three-day weekend each month, for a sixteen-month period beginning in September and ending in December. This sixteen-month program is divided into four 4-month terms. During each three-day weekend, a student takes three courses (6 classroom hours for each course) and meets with an advisor about independent work on a fourth course (the student's continuing project). Each course offers two credits and meets once a month for four months. The independent work earns four credits per term. Students take 9-10 credits per term.

### Degree Requirements

Satisfactory completion of the equivalent of ten two credit hour semester courses, and a major project (16 credits) that carries throughout the entire sixteen-month program. (This project is linked to the student's specific area of interest in CED and often to the student's current employment, and would be equivalent in effort to a masters thesis.)

Total: 36 credits at New Hampshire College, with a cumulative GPA of 3.0

**Curriculum:** The curriculum for the National CED track includes the following required courses:

- CED 701: Community Economics
- CED 703: Managerial Accounting
- CED 704: Financing CED
- CED 707: Organizational Management for Community Organizations
- CED 706: Business Development
- CED 705: Financial Management
- CED 790: Independent Work (four terms)

In addition, the student then selects from a variety of courses, which include:

- CED 712: Computers and Community Development
- CED 709: Marketing Strategies for Community Enterprises
- CED 702: Law and Community Development
- CED 708: Development of Cooperatives
- CED 710: Housing Development
- CED 718: Non-profit Management
- CED 711: Land Use
- CED 722: Negotiation Strategies
- CED 522A: Micro-Enterprise Development
- CED 721: Development as a Tool for Conflict Resolution
- CED 720: Perspectives on International Development Policy

## Course Descriptions—National Track

### CED 522A Micro-Enterprise Development

This course looks at the characteristics of the informal sector, businesses that crowd the lowest rung of the economic scale, and examines ways of assisting these income-generating activities of the poor.

### CED 701 Community Economics

This is the beginning overview course. It includes an examination of how macroeconomic policies have a large impact on people in communities and neighborhoods, and includes an initial examination of basic economic policies and programs that can be pursued at the local level. The course will also deal with how the various CED components (law, finance, cooperatives, housing, land, management, education, organizing and business development) fit into an overall CED strategy.

### CED 702 Law and Community Development

Tax, corporate and organizing issues of unincorporated associations, for-profit and non-profit corporations and their relationship to subsidiaries are some of the topics covered in this course. Students will also study recent court cases and their effects on community development organizations, tax laws and their effects on non-profit development organizations, and legal issues of joint venturing and syndications involving non-profit development organizations.

### CED 703 Managerial Accounting

This course covers issues of fiscal management, financial reporting, management control and internal as well as external accountability for non-profit development organizations. (This is prerequisite for Financial Management.)

### CED 704 Financing Community Development

This course deals with issues surrounding financial institutions, how they operate, how they should be approached, the alternatives to dealing with traditional financing, financial packaging, and basic financial calculations.

### CED 705 Financial Management

This course includes financial information, understanding financial statements, operations planning and making and understanding investment decisions in cooperatives and community enterprises.

### CED 706 Business Development

This course covers how an organization would go about planning and developing small business ventures. This includes a business plan, market analysis, funding sources, basic financial statements in business planning and evaluating the impact of development on community needs.

### CED 707 Organizational Management for Community Organizations

This course covers issues such as the nature of management, planning, organizing, controlling, and standards of performance. Students undergo a self analysis in terms of their management style, and further diagnose an actual organization. The components of an operational plan are explored from the perspective of democratically controlled organizations.

### CED 708 Development of Worker Cooperatives

This course shows the start-up of a cooperative; membership issues; legal issues; tax and security issues; cooperative management systems; and the educational components of cooperative development.

### CED 709 Marketing Strategies for Community Enterprises

This course focuses on analysis and promotion strategies to meet CED objectives. It includes the use of the media and techniques to market products and services in the local economy. It covers both for-profit and non-profit issues.

### CED 710 Housing Development

This course includes market analysis and determining housing needs; site selection and control; financial feasibility reports; picking a development team; getting approved from various government entities; identifying public and private subsidies; and various forms of ownership including cooperatives and land trusts.

### CED 711 Land Use

Community economic development often involves land. This course includes legal, institutional, economic, political and environmental factors which affect land use.

## **CED 712 Computers and Community Development**

This course covers the basic element of word processing, data base management, and financial planning and analysis. It also provides the student with specific skills with LOTUS 1,2,3 and one of the user friendly word processing packages appropriate for community-based organizations.

## **CED 718 Non-Profit Management**

This course addresses issues of initial planning, accounting, law, fundraising and grant writing as they relate to non-profit organizations. It covers topics such as board training and reviews relevant political and community issues as they relate to the management of new or moderate sized non-profits. Topics such as how to move traditional service centered non-profits into the arena of CED are explored.

## **CED 720 Perspectives on International Development Policy**

This course provides an overview of the issues confronting international development today. The student will be expected to gain a general understanding of the major international issues and tie these issues directly into the context of his or her own local community experience.

## **CED 721 Development as a Tool for Conflict Resolution**

This course looks at the underlying causes, processes by which conflict escalates, and methods for resolving conflict. The case study method will be used to demonstrate major points. The course focuses on how to use CED as an effective tool for conflict resolution, with special reference to real life international cases of cooperation. Different international conflicts will be examined, and students will participate in proposing solutions.

## **CED 722 Negotiation Strategies**

This course includes the essentials of contracts for CED organizations and negotiation techniques and strategies that are effective.

## **CED 790 Independent Work (four terms)**

A project contract is developed that clearly sets forth a problem statement, project goals, methods to achieve goals and the activities necessary to accomplish the overall project's objectives. A timetable is reviewed each month with the project advisor, and the student's project needs are discussed. The student is required to submit a term report at the end of each term and a final written report at the end of the program which describes the project's results and objectives with an in-depth analysis as well as makes conclusions/recommendations about further project work. (The final project report is equivalent to a masters thesis.)

## **Program Description—International CED Track (ICED)**

The degree offered for this track is also a master of science in CED with a Specialization in International Development. It is a one-year residential program. The program is divided into three 12-week terms. Most classes meet Monday through Friday from 9 a.m.-5 p.m. Students take a minimum of twelve credits per term.

## **Degree Requirements**

Satisfactory completion of the equivalent of twelve 3-credit hour courses spread over three semesters, for a total of 36 credits, an optional four-month supervised internship in an appropriate community development organization.

## **Curriculum**

The curriculum for the International CED track includes the following required courses. (Each course provides 3 credits except where designated.)

ICED 501: Accounting  
ICED 509: Financial Management for Cooperatives and Community Enterprises

ICED 529: Project Development and Management

ICED 503: Evaluation Methods for Development Projects

ICED 701A: Community Economics

ICED 515: Organizational Management for Community Organizations

In addition, the student then selects from a variety of courses which include:

ICED 502: Training for Trainers  
ICED 512: Cooperative Development  
ICED 521: Perspectives on International Policy\*

ICED 520: Politics and Community Development

ICED 504: Development Economics

ICED 522A: Micro-Enterprise Development I\*

ICED 525: Micro-Enterprise Development II

ICED 782: Computers and Applications

ICED 507: Housing and Land Use

ICED 506: Appropriate Technology and Development

ICED 511: Health Planning and Policy for Development

ICED 513: Comparative Analysis of Public Policies in Developing Countries

ICED 508: Development Finance

ICED 721: Development as a Tool for Conflict Resolution\*

\*These courses are offered on the weekends to both National and International students. Because they provide twenty-four classroom hours, they are given only two credits.

## **Course Descriptions—International Program**

### **ICED 501 Accounting**

This course covers issues of generating basic financial information, financial reporting and financial control in community-based enterprises.

### **ICED 502 Training for Trainers**

This course covers the principles and methods of Adult Education, with an emphasis placed on equipping students with the abilities to become effective trainers when they return to their local communities. Through the acquisition of a variety of techniques, the students will learn to transfer skills to members of their communities in specific areas of development.

### **ICED 503 Research and Evaluation Methods**

This course will examine a variety of community survey techniques, management information systems and evaluation methodologies necessary for effective project design and implementation.

### **ICED 504 Development Economics**

A variety of economic development paradigms are critically examined ranging from the traditional through “growth with equity” to the more radical such as dependency theory and neo-Marxism. Case studies will help the student understand what the impact of these approaches to development have been in actual situations.

### **ICED 506 Appropriate Technology and Development**

Much has been made lately about the role of appropriate technology for development. The question has been raised—What is the meaning of “appropriate”? Why should different technologies be appropriate for developing countries than for developed? These questions and the whole issue of technological transfer will be explored in this course.

### **ICED 507 Housing and Land Use**

This course will summarize the main trends in the global phenomenon of urbanization as it affects the Third World. Students will examine the major issues and problems of providing affordable shelter to the urban poor and will develop tools which will help assess shelter quality and needs at the local level.

### **ICED 508 Development Finance**

This course explores financial institutions, how they operate and how they should be approached. Special emphasis is on the design and operation of development finance institutions and how they can promote community-based economic development efforts.

### **ICED 509 Financial Management**

Includes understanding financial information, operations planning, making and understanding investment decisions and trading off financial returns for social benefits.

### **ICED 511 Health Planning and Policy for Developing Countries**

A general orientation to the program planning issues of developing countries. The course will cover a number of innovative preventative health models and treatment programs supported by the international health organizations plus alternative approaches to administering and financing these programs.

### **ICED 512 Cooperative Development**

This course will study in-depth a number of producer, consumer, credit, housing and marketing cooperatives; how they were formed and how they are managed. Discussion will center around the benefits and burdens of using cooperatives as a development tool.

### **ICED 513 Comparative Analysis of Public Policies in Developing Countries**

In many cases the unintended consequences of misdirected or obsolete policies impede positive change in a particular sector. Development policies of selected countries will be compared to see how policy change in itself can bring about improvements in the economic and social conditions of a community.

### **ICED 515 Organizational Management for Community Organizations**

This course is designed to equip community workers with the necessary tools to manage community-based organizations. It provides strategies for decision-making, planning, budgeting and personnel management.

### **ICED 520 Politics and Community Development**

A critical analysis of the influence of a variety of political systems on the economic development policies pursued by both donor and recipient countries.

### **ICED 521 Perspectives On International Development Policy\***

The course provides a general overview of the issues confronting international development today. The student will be expected to gain a general understanding of the major international issues and to tie these issues directly into the context of his or her own local community experience. As the Program unfolds other courses will examine in more depth many of the proposed solutions to these problems.

## **ICED 522 Micro-Enterprise Development I\***

This course will look at the characteristics of the informal sector businesses that crowd the lowest rung of the economic scale and examine ways of assisting these income generation initiatives of the poor.

## **ICED 525 Micro-Enterprise Development II**

In this course students will learn more advanced ways about how to design and manage and intermediary to provide credit, management, and organizational assistance to "micro-scale" economic enterprises.

## **ICED 529 Project Development and Management**

This course offers a critical analysis of the processes of designing and managing development programs and projects in developing countries. It will examine organizational structures and a variety of approaches to project design, implementation, management, administration and evaluation.

## **ICED 701A Community Economics**

This course addresses the economic problems faced by developing countries and examines community approaches to problems. The course examines the needs of projects and ventures in community and regional settings.

## **ICED 721 Development as a Tool for Conflict Resolution\***

This course will look at the underlying causes of conflict and the processes by which conflict escalates. The students will examine effective methods for resolving conflict, utilizing CED as an effective tool. Case studies will be used to examine how cooperation is working effectively.

## **ICED 782 Computer Applications**

This course is designed to introduce students to the latest microcomputer software packages useful in managing or administering community development projects. This course will focus on two such packages that are widely used today: LOTUS 1-2-3 (a spreadsheet package) and dBASE III+ (a database management system).

## **Short-term Certificate Training in Community Economic Development**

The short-term training certificate program is designed to target working adults with an interest in developing particular skills in community economic development. It is offered as a cooperative effort between the ICED graduate program and the Institute

for Cooperative Community Development (ICCD).

The program is primarily geared to those working or interested in working overseas. The program attracts qualified applicants (with or without degrees) from many of the same sources as the master's degree program. Therefore, the student pool includes applicants from private voluntary organizations, community-based organizations and government. These are people who, for a variety of reasons, choose not to enter the degree program.

For the most part, courses offered in the short-term program will be those offered in the degree program. Further, the program is structured to allow individual organizations to participate in the selection of a variety of additional offerings such as courses, trips, attendance at conferences, special tutoring or specialized mini-technical training to result in a targeted training package that will have an immediate impact on their organizations when trainees return to their communities. These individually designed training packages are geared to the overall objective of institutional capacity building.

The core of the short-term training consists of the courses offered over the regular 12-week academic term for the master's program plus seminars and special workshops which tie the theme of each training program into a whole. Each of the three terms offers a particular focus, e.g., training of trainers, financial management, project development. Upon successful completion of the 12-week program, the trainee will be awarded a certificate. In some cases the trainee may choose to remain for two additional terms in pursuit of the master's degree. In such cases, the trainee must apply and be considered as any other applicant to the graduate program.

## **Certificate Requirements**

Completion of 12 academic credits and any required seminars designed for the particular short-term training session.

## **Curriculum**

The curriculum is designed to provide training modules for those working in local development organizations, individuals who will be transferring these skills to cooperatives, micro-enterprises, worker-owned industries, and community-based economic development initiatives. Integrated training modules will be developed in a variety of program areas, responding to the training needs of the participants. Examples of two of these training modules are:

## **Project Development and Management**

### **Courses include:**

Project Development and Management  
Development and Organization of Cooperatives  
Organizational Management  
Micro-Enterprise Development

In addition, short-term seminars (of one to two weeks duration) will be provided. They include:

Advanced work on cooperative management,  
Shorter course on accounting, bookkeeping, and financial management for managers of cooperatives,  
The use of microcomputers for developing communities

These activities are designed in consultation with the participants in response to their particular needs and experience.

### **Training of Trainers**

Classroom focuses on the five stages necessary for designing training modules: assessing, planning, designing, implementing, evaluating.

### **Courses Include:**

Training for Trainers  
Project Design and Management  
Uses of Appropriate Technology  
Financial Management Research and Evaluation  
Methods

In addition to the actual coursework, the participants will work with local development agencies in New England in order to carry out actual training activities. The training modules will each last twelve weeks and will correspond with our regular course offerings.

## **Puerto Rico—Undergraduate Program**

An undergraduate bachelor's degree program in Community Economic Development is currently offered in Puerto Rico. Courses in the Puerto Rico undergraduate program are offered two three-day weekends a month for thirty-two months (two years and eight months), beginning in October and ending in January. Each term a student registers for six courses (twelve classroom hours) and an independent project (four credits). Each student is assigned an advisor to monitor the progress of the project.

### **Degree Requirements**

Completion of 124 total credits, according to the distribution described below, and a final project.

### **Curriculum**

The CED Puerto Rico program has four broad course categories: Basic Skills—the student develops a set of reasoning and communication skills through courses in Spanish, English, and math. General and

Social Education—the student acquires a set of social skills, attitudes and knowledge that contributes to his or her personal growth and leadership capability.

Basic and Alternative Business Skills—these courses provide the student with specific technical skills in areas such as finance, management, business planning and law. CED Project—students must design and implement a community economic or social project within his or her community, or participate in ongoing community projects. In this manner, the student participates in “hands-on” training utilizing skills developed through the courses. The students are assigned a faculty advisor early in their education to help them with their projects. Through this process, the student's community begins to immediately receive a benefit from the student's attendance in the program.

### **The following courses are offered in Puerto Rico: First Term**

DRE 101 Spanish I, DBM 101 Mathematics I, EGS 101 Introduction to CED; Education, the Individual, and Society, EGS 103 Participatory Research, PRO 101 Project I

### **Second Term**

DRE 102 Spanish II, DBM 102 Mathematics II, EGS 104 Social Problems of Puerto Rico, EGS 105 Historical Development of Puerto Rico in the 20th Century, PRO 102 Project II

### **Third Term**

DBE 201 Spanish III, DBM 201 Mathematics III, EGS 207 Historical Development of Puerto Rico in the 20th Century, EGS 208 Fundamentals of Democracy, EGS 209 Leadership and Critical Thought, ELE 201 Elective I, PRO 203 Project III

### **Fourth Term**

DBE 202 Spanish IV, DBI 101 English I, EGS 210 Industrial Revolution and Economic Systems Through the Perspective of History and Art, DEC 201 Economy I, DEC 203 Principles of Accounting, ELE 202 Elective II, PRO 204 Project IV

### **Fifth Term**

DBI 102 English II, DEC 202 Economy II, DEC 204 Budgeting, DEC 205 Business Law I, EGS 311 Integration Seminar, ELE 203 Elective III, PRO 305 Project V

### **Sixth Term**

DBI 201 English III, DEC 206 Business Law II, DEC 207 Financial Administration, DEC 208 Money and Banking, DEC 209 Principles of Management, DEC 210 Proposal Writing, PRO 306 Project VI

## **Seventh Term**

DBI 202 English IV, DEC 311 Personnel Administration, DEC 312 Financial Source for CED, DEC 313 Business Development, DEC 314 Marketing, DEC 315 History and Philosophy of Cooperatives, PRO 407 Project VII

## **Eighth Term**

DEC 316 Development of Cooperative Enterprises, DEC 317 Development of the Business Plan DEC 318 Promotion and Sales, DEC 319 Use of Microcomputers, ELE 404 Elective IV, ELE 405 Elective V, PRO 408 Project VIII

## **Institute for Cooperative Community Development (ICCD)**

The Institute for Cooperative Community Development (ICCD) is the research and action arm of the CED program. It has been organized as a separate, private, non-profit, tax-exempt corporation. ICCD has been involved in providing technical assistance to communities, providing training, doing research and legislation concerning CED issues. ICCD plays an important role during the process of the student's education. New Hampshire College recognizes that many of the students who attend the CED program come from communities which lack the necessary skills to develop economic development projects. These communities often need immediate technical assistance to successfully begin to identify economic development projects and undertake them. Many of the students come from community-based organizations (CBO) that are already engaged in economic development at certain levels. These CBOs can't wait until the student has developed all the necessary skills to assist them. ICCD works with these CBOs and provides technical assistance. This assistance can take many forms and the extent of ICCD's involvement generally depends on the specific needs of the CBO. However, if the student is a member of the CBO or has been working with it, he/she works closely with the staff of ICCD as it provides the technical assistance.

The faculty and staff of the CED program provide the bulk of the technical assistance requested by the student and his/her organization and this technical assistance is provided without charge to the student and the organization.

Over the last four years ICCD has provided technical assistance in the form of legal advice, planning strategies, business analysis, organizational planning, management and business venture planning to community based organizations in Maine, New Hampshire, Vermont, Rhode Island, Massachusetts, New York and Connecticut and other states outside New England. ICCD has, in addition, begun to res-

pond to technical assistance requests from the international arena.

ICCD utilizes the skills and knowledge of both the students in the CED Master's Program, its faculty and alumni in providing technical assistance.

ICCD was a valuable and driving force in the recent establishment of the New Hampshire Community Loan Fund, a non-profit which receives loans from banks, religious organizations and private individuals and then makes loans, at various interest rates, to community development projects.

Again, the development of the New Hampshire Community Loan Fund did not end ICCD's participation with the Fund. ICCD has provided technical assistance to borrowers during the life of the project in an effort to develop needed business skills in the organization and contribute to the success of the venture. Students in the master's program have also assisted in the delivery of technical assistance to the fund and its borrowers.

The technical assistance activities of ICCD are not limited to New Hampshire. ICCD has provided technical assistance to community development efforts in every New England state, other states and outside the United States. Recent clients include the State of Ohio Department of Development, the Puerto Rico Development Bank and the Youth Entrepreneurship Project of the Puerto Rico Youth Corporation, the government of Belize, and a number of community development organizations.

Recently, ICCD received a grant from the Ford Foundation to provide technical assistance and evaluation of three refugee groups throughout the United States. These refugee organizations recently received Ford Foundation funds for the purpose of establishing revolving funds to assist development in their communities.

The goal of ICCD is not only to assist community organizations in the development of community economic development ventures, but to provide the technical assistance to the organizations in such a manner as to transfer these skills to individuals in the community and thereby develop a community's human resources at the same time.

ICCD not only provides technical assistance to individual community organizations, but also sponsors workshops and conferences for persons working in the field of community economic development. These workshops attract practitioners from both the private and public sector and are used as an opportunity to exchange knowledge and information. Over the past several years ICCD has joined forces with Tufts University to co-sponsor a one week 'Institute' of classes and workshops on community economic development and management. This Institute has attracted community economic development practitioners from around the country.

ICCD has been very successful in its past efforts in meeting its goals of providing technical assistance and transferring knowledge to communities involved in economic development. The Community Economic Development Program has always attempted to combine its academic mission with its technical assistance efforts.

## Additional Information

### Entry Dates

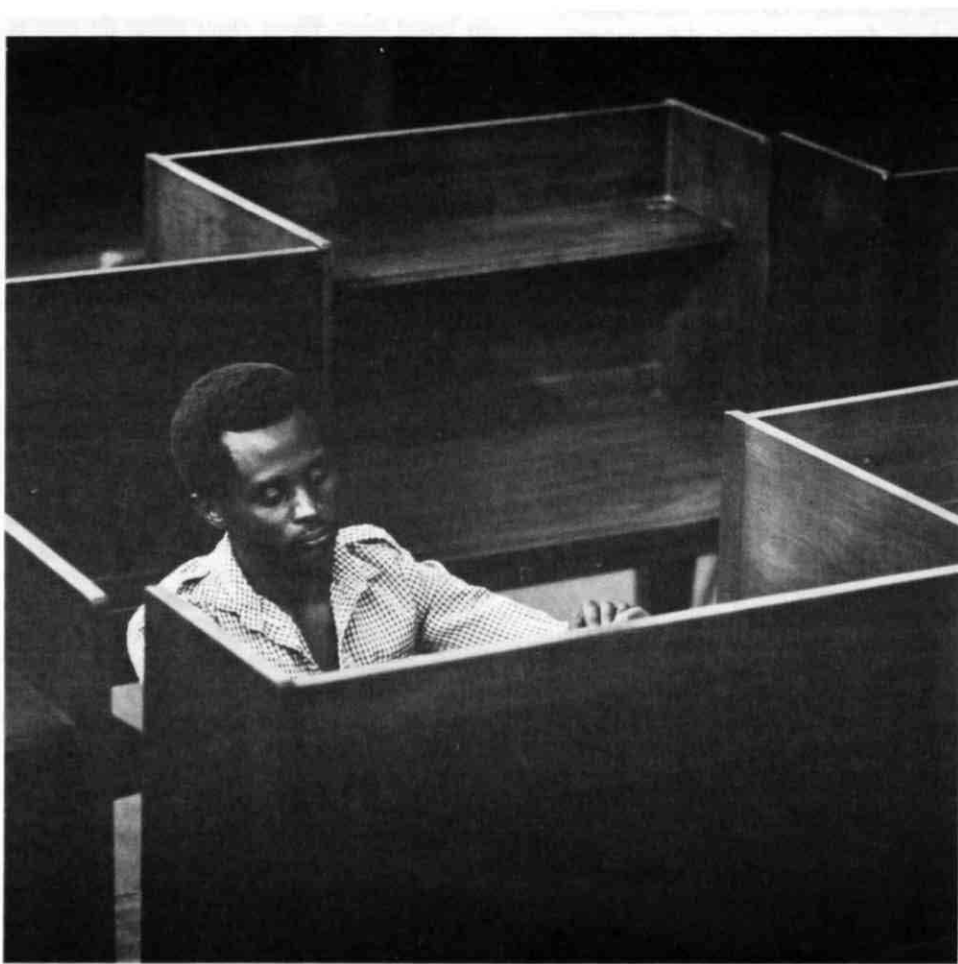
National Program: September

International Program: September

Short-term training: September, January, May

Puerto Rico: October, February

For additional information and an application for the Puerto Rico Bachelor's Degree Program contact: Luis Alonso, Programa DeDesarrollo Economico Comunitario, New Hampshire College, 1508 Ponce De Leon Pda., 22 1/2 Santurce, Puerto Rico 00909 Tel. No. (809)722-3939



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