



New
Hampshire
College

Graduate
School of
Business

Fiftieth
Anniversary

Catalog
1981-82



**GRADUATE PROGRAMS OFFERED AT
THE FOLLOWING LOCATIONS:**

**Brunswick, ME and vicinity students
may contact:**

Mr. Charles Pettigrew, Center Director
Box 4, NAS Brunswick, ME 04011
Tel (207) 725-6486

**Concord, NH and vicinity students
may contact:**

Mr. Robert Losik, Center Director
Bishop Brady High School
25 Columbus Avenue, Concord, NH 03301
Tel (603) 224-8430

**Keene, NH and vicinity students
may contact:**

Keene Office
Keene High School
Arch Street, Keene, NH 03431
Tel (603) 357-5538

**Manchester, NH and vicinity students
may contact:**

Mr. Thomas P. McGrevey, Assistant to
the Dean
Mailing Address:
Graduate School of Business
2500 River Road
Manchester, NH 03104-1394
Tel (603) 485-5373

Location:

North Campus
Daniel Webster Highway
(U.S. Rt. 3)
Hooksett, NH

**Nashua, NH and vicinity students
may contact:**

Mr. Gerald Reilly, Center Director
7½ Harris Road, Nashua, NH 03060
Tel (603) 888-0342 or 888-0343

**Portsmouth, NH and vicinity students
may contact:**

Dr. Cletus Kohake, Center Director
Worth Building
10 Vaughn Street, Portsmouth, NH 03801
Tel (603) 436-2831

Puerto Rico students may contact:

Ms. Providencia Vales, Center Director
P.O. Box 1386
Hato Rey, Puerto Rico 00919
Tel (809) 754-1632

**Salem, NH and vicinity students
may contact:**

Mr. Douglass Jack, Center Director
P.O. Box 871
151 Main Street, Salem, NH 03079
Tel (603) 893-3598 or 893-9600

No person, in whatever relationship with
New Hampshire College, shall be subject to
discrimination on the grounds of race,
color, creed, sex or national origin.





New
Hampshire
College

Graduate
School of
Business

GRADUATE SCHOOL
OF BUSINESS



GRADUATE SCHOOL OF BUSINESS

HISTORY AND ACCREDITATION

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

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

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



OBJECTIVES

New Hampshire College defines its mission as that of career education of men and women, preparing them for careers in business management and related areas, such as accounting and information systems. On this basis, the Graduate School of Business has been designed to accomplish the following objectives:

- To provide individuals with advanced academic work in the field of business and management education.
- To provide individuals with a graduate program that is oriented toward a pragmatic study of business and management education.
- To provide individuals with a program that will prepare them for management positions in profit and non-profit institutional units in society.
- To provide individuals with an opportunity to develop a capacity for self-directed study and professional growth.
- To provide individuals with a program that has, as its core, a broad-base exposure to the general concepts of management and allows for specialization in an area of interest.
- To provide individuals employed full-time who have an undergraduate degree in business an opportunity to secure graduate business education on a part-time basis in the evening.

ADMINISTRATION

The Dean of the Graduate School of Business heads the Graduate Programs. The Graduate Committee sets policies and procedures for the Graduate Programs. It is composed of two members from the Management Arts area and one member from each of the remaining departments, all being elected. Other members are the Dean of the School, the Associate Dean for Continuing Education, and student and business representation to be determined by the Graduate Committee. The chairman of the committee is elected by the members.

ADMISSION TO THE PROGRAM

GENERAL REQUIREMENTS

Students will be admitted to the School by the Dean of the Graduate School of Business of New Hampshire College. Admission requirements include:

- Possession of a baccalaureate or higher degree from an accredited institution.
- Admission in good standing is based upon an overall undergraduate grade point average of at least 2.50 (4.0 basis) or 2.70 for the last half of the undergraduate work. The Graduate Management Admission Test is required, but no minimal score has been determined.
- Requirements for admission on limited status are the same as those for good standing admission except that persons may be admitted on provisional status who have undergraduate grade point averages below 2.49 (4.0 basis) for all undergraduate work completed. This provisional status may be removed and the student admitted in good standing to the program if he/she achieves an overall B (3.0) average in the first nine credits of the MBA program.
- Unclassified Students—Students who have not been accepted into the MBA program may enroll in courses as unclassified students. They must be accepted into the MBA program for unclassified credits to be used toward the MBA degree. A maximum of six credits earned as an unclassified student may be used in the degree program.

TRANSFER OF CREDIT

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

- The credits must be from an accredited institution and be of graduate level. The student must have earned a grade of B or better in each course to be transferred.
- The credits must be applicable to the MBA program at New Hampshire College.
- A maximum of six semester hours of credit may be accepted.
- The credits must have been earned within a five year period prior to the student's admission.
- No credit for correspondence courses will be accepted.
- A minimum of 27 semester hours of graduate credit must be earned at New Hampshire College.

GRADUATE MANAGEMENT ADMISSION TEST

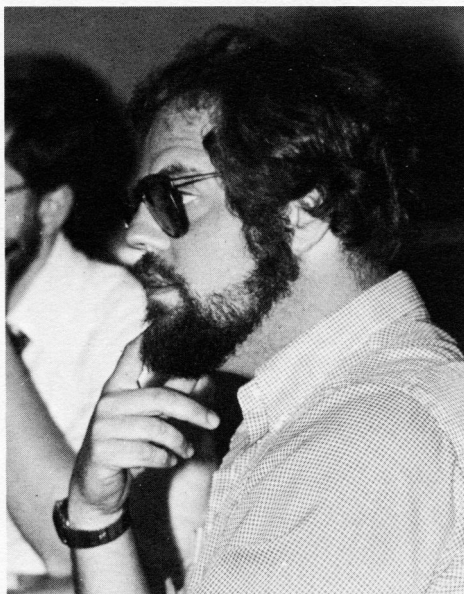
A separate schedule of test dates and centers is available to applicants. Further information on the GMAT may be obtained from: Graduate Management Admission Test, Educational Testing Service, Box 966-R, Princeton, NJ 08540.

MBA BACKGROUND REQUIREMENTS

Prospective students must have completed the courses listed below **or their equivalent**. If not, the student must complete these courses **in addition** to the 33 credits required for the MBA degree.

Prerequisite Courses	Credits
Accounting	6
Economics	6
Mathematics	6
Business Law	3
Computer Data Processing	3
Business Organization	3
Marketing	3
Statistics	3
Total prerequisite credits	33

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



MBA PREREQUISITES/CLEP

Some students who have not taken college courses equivalent to one or more MBA prerequisites have, through life or work experience, gained comparable knowledge. The College Level Examination Program (CLEP) allows students to test out of such prerequisite courses. Administered at New Hampshire College monthly (third Saturday of each month), CLEP provides an opportunity

for students to gain college credit through a national testing program. The following list indicates the CLEP examinations which will satisfy the prerequisite requirements.

Questions regarding CLEP may be directed to Mr. Richard France, Registrar and CLEP Administrator at New Hampshire College (603/668-2211). New Hampshire College is Test Center #3649. There is a fee for each CLEP examination.

Prerequisites

Accounting
Economics
Business Law
Computer Data Processing

Mathematics
Business Organization
Marketing
Statistics

CLEP Exam

Introductory Accounting
Microeconomics and Macroeconomics (2 tests)
Introductory Business Law
Computers and Data Processing or Computer Programming
-Elem FORTRAN
Mathematics (General Exam)
Introduction to Business Management
Introductory Marketing
Statistics

CALENDAR

ACADEMIC YEAR 1981-82

Term I Sept. 14, 1981–Dec. 5, 1981
Term II* Dec. 7, 1981–March 13, 1982
Term III March 15, 1982–June 5, 1982
Term IV June 7, 1982–August 28, 1982
*Holiday break Dec. 21, 1981–Jan. 1, 1982
(Classes resume Monday, January 4, 1982.)

CLASS MEETING TIMES

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

Saturday classes are offered at the north campus, Portsmouth and Salem from 9:00 am to 12:00 noon.

LOCATION OF GRADUATE CENTERS

BRUNSWICK, ME
Naval Air Station
Contact: Mr. Charles Pettigrew
Center Director
Box 4
NAS Brunswick, ME 04011
(207) 725-6486
CONCORD
Bishop Brady High School
Contact: Mr. Robert Losik
Center Director
25 Columbus Avenue
Concord, NH 03301
(603) 224-8430
KEENE
Keene High School
Contact: Mr. Thomas McGrevey
Assistant to the Dean
New Hampshire College
North Campus
Manchester, NH 03104-1394
(603) 668-2211 or 357-5538
MANCHESTER
New Hampshire College
North Campus
Manchester, NH 03104-1394
Graduate School of Business
(603) 668-2211

NASHUA

Sanders Associates
Daniel Webster Highway South
Contact: Mr. Gerald Reilly
Center Director
7½ Harris Road
Nashua, NH 03060
(603) 888-0342 or 888-0343

PORTSMOUTH

Pease Air Force Base
Contact: Dr. Cletus Kohake
Center Director
10 Vaughn Street
Portsmouth, NH 03801
(603) 436-2831

PUERTO RICO

Roosevelt Roads Naval Air Station
Contact: Ms. Providencia Vales
Center Director
PO Box 1368
Hato Rey, Puerto Rico 00919
(809) 754-1632

SALEM

St. Joseph's School
Contact: Mr. Douglass Jack
Center Director
PO Box 871
151 Main Street
Salem, NH 03079
(603) 893-3598 or 893-9600

AVAILABILITY OF GRADUATE COURSES**BRUNSWICK**

- Core courses
- Specialization in management

CONCORD

- Core courses
- Specialization in management

KEENE

- Core Courses
- Specialization in management

MANCHESTER

- Core courses
- Specialization in accounting
- Specialization in management

NASHUA

- Core courses
- Specialization in management

PORTSMOUTH

- Core courses
- Specialization in accounting
- Specialization in management

PUERTO RICO

- Core courses

- Specialization in management

SALEM

- Core courses
- Specialization in management

NOTE: Accounting specialization courses are not offered at Concord, Keene, Nashua, Puerto Rico and Salem. However, students may take the core courses at any center, and then complete a desired specialization at the centers where it is offered.

ACADEMIC POLICIES**STUDENT EVALUATION**

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



GRADING SYSTEM

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

Point Value

A	=	4.00
A-	=	3.66
B+	=	3.33
B	=	3.00
B-	=	2.66
C+	=	2.33
C	=	2.00
F	=	0
W	(Withdrawal)	
I	(Incomplete)	

NOTE:

All grades are computed in the cumulative grade point average.

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 GPA is as follows:

Graduate course #1:	
3 credits x A (4.00)	= 12.00 points
Graduate course #2:	
3 credits x B+ (3.33)	= 9.99 "
Graduate course #3:	
3 credits x B (3.00)	= 9.00 "
Graduate course #4:	
3 credits x C+ (2.33)	= 6.99 "
12 credits	37.98 points
37.98 points divided by 12 credits	= 3.165 GPA.

WITHDRAWALS

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

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

INCOMPLETES

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

GRADUATION REQUIREMENTS

- Completion of all required MBA courses (minimum of 33 semester hours), not later than the end of the last full term prior to the graduation date.
- Minimum overall grade point average of 3.0 (4.0 basis) with no more than two "C" grades.
- All degree requirements must be completed within eight years from the date of admission. An extension of time requires action of the Graduate Committee and will have to be based on good cause.

EXPENSES

TUITION AND FEES

Cost per course	\$350.00
Parking Fee	5.00
Graduation Fee	50.00
Transcript Fee	1.00

BOOKS AND SUPPLIES

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

DEFERRED PAYMENT PLAN

Students receiving educational benefits from the Veterans Administration or other sources may use a deferred payment plan for tuition costs. A carrying charge of 1½% per month is assessed on any unpaid balance and the student remains responsible for the payment of any amount owed, including interest.

VETERANS BENEFITS

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

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

REFUND OF TUITION

After first class	80%
After second class	50%
After third class	0%

COURSE REQUIREMENTS

GRADUATE DISCIPLINE IN MANAGEMENT

Graduate Core (required)

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

Required Courses

- GR 224 Marketing Strategy
- GR 225 Business, Government and the Environment
- GR 239 Financial Management

Elective Courses (choose two)

Graduate business management electives
Graduate accounting electives

GRADUATE DISCIPLINE IN ACCOUNTING

Graduate Core (required)

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

Required Courses

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

Elective Courses (choose two)

- GR 206 Auditing
- GR 207 Federal Taxes

Two graduate business management electives

* Recommended during **first** nine hours of the program.

** Required during **last** nine hours of the program.

NOTE: The accounting specialization is primarily designed for students who did not major in accounting at the undergraduate level. Upon completion of the accounting specialization, the student will have obtained a fundamental background necessary for entrance into the field of accounting. Students planning to take the examination for Certified Public Accountant should complete both the Auditing and Federal Taxes courses.

THESIS OPTION

A student may elect to write a thesis in place of two elective courses after at least six courses have been satisfactorily completed. The thesis must be completed within nine months of the approval of the proposal. Extension of time will be granted only with the approval of the Graduate Committee. Further information on the thesis option is available from the Dean of the Graduate School of Business.

THE CERTIFICATE PROGRAM

ADVANCED BUSINESS EDUCATION FOR THE PROFESSIONAL MANAGER

The advanced business certificate program is designed for mid-career or above professionals who desire to acquire or update skills in a specific business discipline. The program provides an in-depth educational experience in the form of three graduate level courses concentrated in a defined business skill area. The courses are offered in sequence over a nine month period. In some cases, the certificate student may be required to complete prerequisite courses or demonstrate equivalent knowledge in the subject matter prior to beginning the certificate program.

The advanced business certificate program is considered to be equivalent to the course work that an MBA student would undertake to achieve a specialized area of studies within his program. The professional completing the certificate program will have achieved a high degree of competency in an area of advanced academic study.

CERTIFICATE IN INTERNATIONAL BUSINESS

INTERNATIONAL BUSINESS STUDIES

The Certificate in International Business studies is designed to familiarize the business professional with the operational, environmental and current business practices used by multinational corporations. Applicants who wish to obtain a certificate must successfully complete three international business courses. Business professionals who wish to acquire knowledge in just one or two of the following areas of study will be admitted on a space available basis.

THREE OF THE FOLLOWING COURSES ARE REQUIRED:

- GR 234 The Multinational Corporate Environment
- GR 238 Multinational Marketing
- GR 251 Multinational Corporate Management
- GR 252 Multinational Corporate Finance
- GR 253 Multinational Accounting

ADMISSIONS PROCEDURE

An applicant who has attained a bachelor's degree based on a four-year curriculum in an accredited college or engineering school and can present sufficient evidence of preparation in basic business knowledge may be admitted to the Certificate Program. The applicants accepted to the Certificate Program will be considered special students who wish to take courses for professional development, but who are not seeking the MBA degree. Courses taken as a special student may later be applied toward the MBA requirements if accepted into the degree program.

Official records of previous academic work should be submitted at the time of application. Previous business knowledge is required in the following areas:

1. Marketing
2. Corporate Finance
3. Macroeconomics

Competency in these subjects can be demonstrated by academic work or relative business experiences.

Application forms may be obtained from the Graduate School of Business, New Hampshire College.

For further information, please call (603/668-2211).

COURSE DESCRIPTIONS

GR 200 • Managerial & Financial Accounting

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

GR 202 • Research Methods in Business

The course will stress the basic methods of designing research and analyzing business and economic data. Students are required to carry out a research study and to present their findings both orally and in writing.

GR 203 • Financial Reporting I

A comprehensive examination of accounting theory and concepts in greater depth and scope than that found in first year accounting. The emphasis will be on general financial accounting including coverage of the opinions of the American Institute of Certified Public Accountants and the Financial Accounting Standards Board. The topics extensively examined include current assets, plant and equipment, intangible assets, current liabilities, long-term debt, stockholder's equity and statement of changes in financial position. This course will require problem solving as well as the preparation of journal entries.

Prerequisite:

GR 200 Managerial & Financial Accounting

GR 204 • Budgeting and Cost Accounting

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

Prerequisite:

GR 200 Managerial & Financial Accounting

GR 205 • Financial Reporting II

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

Prerequisite:

GR 203 Financial Reporting I

GR 206 • Auditing

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

Prerequisite:

GR 205 Financial Reporting II

GR 207 • Federal Taxes

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

Prerequisite:

GR 200 Managerial & Financial Accounting

GR 220 • Organization Behavior and Development

An analysis of theories, research and practice from the three characteristics common to organizations: behavior, structure and process. The course examines the psychological, sociological and cultural makeup of people through such recent subject matter approaches as intergroup behavior and conflict, organization climate, personal stress, alternative work schedules, team building, and normative versus contingency approaches to leadership/management. Students develop deeper insights and understanding of individual, group and organizational decision-making, communications, quality of work life, growth patterns, management of stress within a business and organization performance or effectiveness.

GR 221 • Quantitative Analysis in Business

An introduction to fundamental theories underlying various techniques, mathematical and statistical, developed to facilitate management deci-

sion-making under uncertainty. Emphasis will be on the role and evaluation of modern quantitative techniques rather than technical expertise.

GR 223 • Institutional Economics

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

GR 224 • Marketing Strategy

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

GR 225 • Business, Government, and the Environment

Business activity occurs in an environment of interaction among business firms, employee and public interests, and government activity. This responsiveness is enhanced by the pluralist nature of our society. Consequently, business activity is subject to demands placed upon it by both the public as well as government. How businesses respond to such demands, generally and specifically, is considered by reference to current periodical literature as well as text material. Classes are conducted in seminar form.

GR 226 • Small Business Management and Entrepreneurship

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

GR 227 • Personnel: The Management of Human Resources

This course is designed to develop more effective managers and staff specialists who may work directly in people management functions. Examines what is, can be and should be done to make people more productive and more satisfied with their working lives. Includes consideration of such areas as recruitment and selection, training, career development, compensation, collective

bargaining and affirmative action. Readings and case studies are drawn from a cross-section of private (business), public (government) and third (health, non-profit, education) sector settings of various sizes.

GR 228 • Business Policy

This is the MBA capstone course. It is designed to integrate the material learned in other courses into a framework of corporate strategy and tactics. Students investigate and report on policy formulation as practiced in several industries. Pressures for and against corporate growth are viewed through several "windows", including government regulation, the dynamics of the socio-economic environment of the corporation, and global trends of trade unionism and multinational corporations. The course is conducted in a boardroom atmosphere with each student sharing his or her research efforts with the group. Emphasis is on proper written and oral communications of experience, research findings, and current topical material.

GR 229 • New Organization Structures, Change, and Process Consultation

Explores an in-depth analysis of human behavior within an organization and structure. The role of effective senior executive control patterns, utilization of power, meaning of power, goals and objective congruency, psychological transference within a total and sub-total system is defined as well as the role of a consultant as an exterior force. The class will be exposed to actual consultation for various businesses.

Prerequisite:

GR 220 Organization Behavior & Development
GR 240 Management Information & Control Systems

GR 230 • Production and Operations Management

The nature of production, both job order and continuous process, is explored in this course. The major topics of standards, capacity, scheduling, inventory, and control are addressed through the use of case studies. Both qualitative and quantitative methods are utilized in case solutions.

GR 231 • Seminar in Interpersonal Behavior

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

Prerequisite:

GR 220 Organization Behavior & Development

GR 232 • Business Cycles and Forecasting

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

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

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

GR 233 • Labor Relations and Arbitration

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

GR 234 • The Multinational Corporate Environment

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

GR 235 • Investment Analysis and Evaluation

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

GR 236 • Management of the Non-profit Institution

Non-profit institutions are a growing entity within our society today. This sector includes not only government but all private activities which are not

pursued for a profit. Included among the not-for-profits are such institutions as universities, colleges, hospitals, religious organizations and such businesses as "think tanks" like The Rand Corporation.

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

GR 237 • Non-profit Corporate Market Strategies

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

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

GR 238 • Multinational Marketing

This course focuses on the techniques needed for successful marketing operations abroad. It will introduce and develop global marketing concepts such as importing and exporting procedures; differences in host-country channels of distribution; international research and promotion problems; legal conflict areas; and international marketing strategy.

GR 239 • Financial Management

This course is designed to familiarize the graduate student with financial decision making under real world considerations of risk and uncertainty. Emphasis is placed on understanding the roles and functions of financial institutions, the functioning of money and capital markets, the financing of the firm (capital structure) and the allocation of funds within the firm.

Prerequisite:

GR 200 Managerial & Financial Accounting

GR 240 • Management Information and Control Systems

General Systems Theory is the theoretical base from which information systems have evolved. GST is a "new" way of thinking about holistics—that is, total systems and the dynamics of systems interrelationships. Common characteristics of systems, such as inputs, outputs, processes, feedback, entropy, equifinality, and differentiation, aid in understanding complex, multi-loop, non-linear systems. Cybernetics and management science fall into the realm of Applied General Systems Theory. Techniques of Applied General Systems Theory form the first half

of this course—an educational experience in which the student is encouraged to find new "windows" through which to view a dynamic reality. Non-static tools and techniques are provided the student to aid him or her in perceiving reality as an interrelated set of dynamic processes. With this new "world view" in mind, the student is then encouraged to use these insights in the analysis and synthesis of information and control systems for real-world application in the business, governmental, and institutional arenas. Principles of information systems, including hardware concepts, software basics, and data management concepts are introduced from a "systems" perspective.

GR 242 • System Dynamics

Modern managers must ply their trade in increasingly complicated organizations - corporations, hospitals, school systems, and/or governmental agencies. In a day and age when traditional methods of management frequently produce unanticipated and counterintuitive results, a "new look" at management is needed. System Dynamics is an approach which forces the manager to view the system being studied from a holistic vantage point. The course introduces the student to the fundamentals of causal-loop diagramming, principles of System Dynamics flow diagramming, equation writing, programming in the DYNAMO language, and testing policies and structural changes to the system via computer-based simulation models. Students work on simple models as group exercises, graduating to the development of a more complex model of a management problem of particular interest to each individual student.

GR 251 • Multinational Corporate Management

This course is an analysis of international similarities and differences in management functions, processes, structures, and factors as related to the cultural, political, economic, and physical dimensions of a host country. Problems and policies involved with organization, evaluation, personnel staffing and control of foreign operations as well as operating strategies are studied. The course should aid the student in developing knowledge, attitudes, and skills which lead to effective intercultural management of international business activities.

GR 252 • Multinational Corporate Finance

This course is an analysis of problems affecting the flow of funds of the multinational firm and their effect on the capital and asset structure of the firm. Methods of foreign project risk evaluation are examined. Budgeting in inflation, devaluation, reevaluation and foreign exchange controlled environments is studied.



GR 253 • Multinational Accounting

This course is a study of the diverse accounting practices employed by different countries, their courses and their effect on the interpretation of financial statements. Current issues in trans-national consolidation and management information systems are examined.

**MBA DEGREE
BUSINESS MANAGEMENT
SPECIALIZATION**

Core Courses

GR 200	Managerial & Financial Accounting	3
GR 202	Research Methods in Business	3
GR 220	Organization Behavior & Development	3
GR 221	Quantitative Analysis in Business	3
GR 228	Business Policy	3
GR 240	Management Information & Control Systems	3
		<hr/> 18

Required Courses

GR 224	Marketing Strategy	3
GR 225	Business, Government & the Environment	3
GR 239	Financial Management	3
		<hr/> 9

Electives

Select Two Courses

Graduate business management electives	
Graduate accounting electives	
	<hr/> 6

Total credits **33**

ACCOUNTING SPECIALIZATION

Core Courses

GR 200	Managerial & Financial Accounting	3
GR 202	Research Methods in Business	3
GR 220	Organization Behavior & Development	3
GR 221	Quantitative Analysis in Business	3
GR 228	Business Policy	3
GR 240	Management Information & Control Systems	3
		<hr/> 18

Required Courses

GR 203	Financial Reporting I	3
GR 204	Budgeting & Cost Accounting	3
GR 205	Financial Reporting II	3
		<hr/> 9

Electives

Select Two Courses

GR 206	Auditing	
GR 207	Federal Taxes	
	Graduate Management Elective Courses	<hr/> 6

Total Credits **33**

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