



## Invest In Your Future

*“There is a closeness,  
a sense of community between  
professor and student.”*

—Raymond Truncellito  
Chairman, Board of Trustees

*“Without question.”*

—Christopher Murphy, MBA Student, President GSA



New Hampshire College  
GRADUATE SCHOOL OF BUSINESS  
1985-86 Bulletin MBA/MS



To the Prospective Student:

I am very pleased to introduce you to the Graduate School of Business of New Hampshire College.

The programs described in these pages reflect the changing and emerging needs of contemporary business, on both a domestic and international scale. They also represent the close relationship which the graduate school maintains with the business community through the direct contact of faculty and staff, through the professional managers, practitioners, and executives who serve as adjunct faculty members, and through our enrolled students and graduates, who represent a broad range of the leading companies in New England and beyond. Our full-time day student body includes the added dimension of a growing international student population from more than sixteen different countries. The result in both day and evening programs is an up-to-date educational environment which is stimulating, oriented toward the sharing of real-world business issues and skills, and committed to professional development.

You are cordially invited to visit or contact us at the north campus, or any of our off-campus centers, to learn more about our programs and how we can provide an effective answer to your needs for a graduate business education. My staff and I will be very pleased to help you before and throughout your studies.

Sincerely,

Jacqueline F. Mara, Ed.D.  
Dean of the Graduate School of  
Business

## Why New Hampshire College?

Students enrolled in the Graduate School of Business enjoy many benefits unique to New Hampshire College. The courses provide a special blend of textbook learning combined with real world practicality. A large number of the faculty are from business and industry, and they bring their personal experiences and insight into the courses they teach. Many of the students, particularly in the evening courses, are actively involved in careers, and they also add their varied experiences to the classroom environment.

With the rapid growth of the day and evening programs, the college's alumni now number over 1,100. This alumni base translates into an exceptional student resource for research,

internships, and post graduation employment. At New Hampshire College, students do not simply learn; they learn how to use what they have learned and how to apply it in real world situations.

### **Programs:**

- Choice of marketable degrees
- Variety of programs
- Integrated program core
- Specialization and thesis options
- Internship opportunities
- Choice of day or evening programs
- Clear conceptual foundation of programs
- Choice of locations for evening programs
- English language assistance

- Accessibility to cultural resources of metropolitan centers
- Proximity to all-season recreational areas
- Placement opportunities and assistance

### **Resources:**

- Quality instruction
- Practical state-of-the-art orientation of courses
- Excellent library, media and computer facilities
- Well-equipped facilities for housing, dining, recreation and health

### **Plus:**

- Accredited institution
- Flexible starting times for both day and evening programs
- Competitive cost



*"In Southern New Hampshire you have a very low unemployment rate, thus it behooves companies to grow talent from within."*

*—Roger Brown  
Vice President  
Industrial Relations  
Sanders Associates  
MBA '81*

*"New Hampshire College will tailor courses to meet the individual needs of companies... you don't find a whole lot of colleges willing to do that."*

*—Cecil Wright  
Director of Business  
Systems  
Northern Telecom  
MBA '82*



## THE COLLEGE AND THE GRADUATE SCHOOL OF BUSINESS

New Hampshire College is a private, non-profit, coeducational institution, authorized under the laws of the State of New Hampshire to award undergraduate and graduate degrees. It is accredited by the New England Association of Schools and Colleges, Inc., and by the Association of Independent Colleges and Schools. In 1982 the college celebrated the fiftieth anniversary of its founding.

The Graduate School of Business is located at the college's north campus in Hooksett—eight miles from New Hampshire's largest city, Manchester, a commercial and industrial center. Hooksett is an hour's drive from Boston, within easy travel distance to the state's seacoast, lakes and mountain recreational areas. The Hooksett campus offers attractive surroundings, accessibility to cultural resources, and the other advantages of metropolitan centers. The south campus of the college, the center for undergraduate studies, is located in the north sector of Manchester, five miles from the north campus.

In addition to the Hooksett center, graduate programs are offered in the evening throughout the southern New Hampshire region: in Concord, Keene, Nashua, Portsmouth, and Salem; selected graduate courses are scheduled at satellite centers in Claremont, Laconia, and Dover. Graduate programs are also offered in the evening in Maine at the Brunswick Naval Air Station and in Puerto Rico at the Roosevelt Roads Naval Station. In addition to the programs at the south campus, the college offers undergraduate programs at several other locations, principally in the evening.

Inaugurated in 1974, the graduate programs of the college have grown to an enrollment of 1,600 students in the Fall of 1984—a positive measure of the need for and interest in graduate education in this region. The programs were originally conceived and implemented for the purpose of providing an opportunity for persons employed full-time to pursue and attain graduate degrees through part-time study. With the acquisition of the north campus by the college in 1982, it became possible for the Graduate School of Business to complement its strong evening program with a full-time day program—both for persons wishing to continue directly from undergraduate programs into graduate study and for persons already employed who wished to complete their degree requirements in a concentrated period of enrollment. Enrollment in the day programs, which were started in March of 1982, increased rapidly to more than 165 students at the start of the 1984-85 academic year.

*"The faculty is oriented towards two things, the theory and the real world practical applications."*

—Patrick Connelly  
Corporate Manager  
Wang Laboratories  
MBA Student



*"So, you're getting some immediate feedback as far as the value of the graduate courses to your career."*

—Anne Burke Lannin  
Academic Coordinator  
Graduate School of  
Business

**New Hampshire College**

## Resources and Facilities

### Facilities

Courses in the graduate programs are taught by full time graduate faculty members and by faculty members drawn from the other academic divisions of the college. In addition, a number of business and professional persons, selected for their managerial and technical experience, serve as adjunct lecturers, thereby reinforcing an ongoing interchange of theoretical knowledge and applied skills.

### Administration

Under the guidance of the vice-president for academic affairs of the college, the dean of the graduate school is the principal administrative officer. An assistant dean and staff members provide administrative support, both on campus and at the off-campus centers. Center directors are responsible to the dean of the graduate school for administrative operations at all satellite locations.

### Classrooms

Classrooms are housed in Alumni Hall, a spacious modern building equipped with its own computer and media facilities. Both day and evening classes are offered at this location.

Evening program courses are also offered at satellite locations in New Hampshire, Maine and Puerto Rico, where computer facilities are also provided.

A scheduled shuttle service connects the north campus with the undergraduate (south) campus of the college, where public transportation to the entire Manchester area is available.

### Library

New Hampshire College is served by the Harry A. B. and Gertrude C. Shapiro Library, one of the most extensive business libraries in northern New England. The constantly expanding collection contains approximately 69,000 volumes, 4,500 reels of periodicals and newspapers on microfilm, and 95,000 company financial reports on microfiche. The library receives over 900 magazines and journals, and subscribes to various business, tax, and financial services. It also serves as a depository for Federal documents, particularly those issued by the Department of Commerce, Labor, and Health and Human Services.

Conference rooms are available for small meetings, and professional librarians provide research assistance and instruction in the use of library resources.

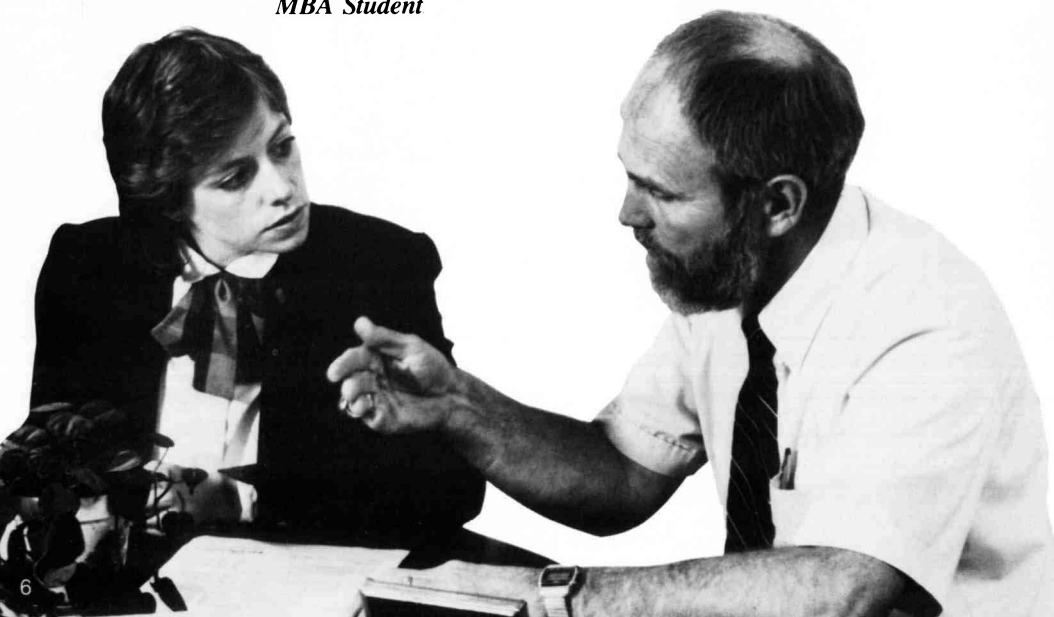
A separate wing of the library houses a 150-seat studio theater and an audio-visual section consisting of recordings, video tapes, cassettes, films, listening carrels, and a wide range of portable A/V equipment.

*"I think we have a closeness here that other schools don't have."*

*—Charles Pettigrew  
Graduate Director  
Brunswick*

*"Here they are looking out for students, they really are."*

*—Patricia Lulu  
MBA Student*

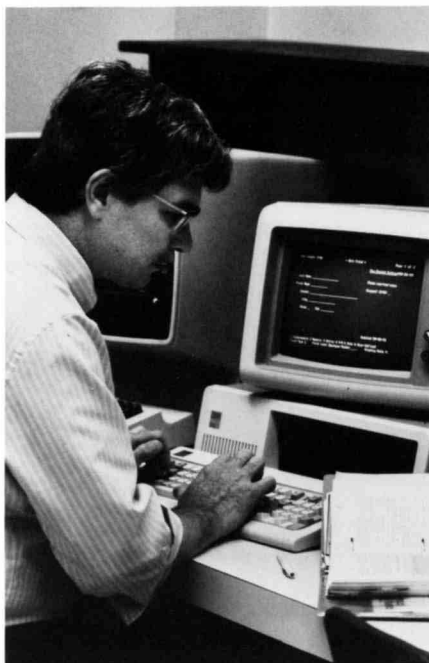


### Computer Center

The graduate school 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. The satellite centers are also served by the college's computer facilities.

At the north campus, a cluster of remote terminals in Alumni Hall connects the graduate school on-line with the computer center at the south campus where the hardware consists of an IBM 4341 computer and related equipment. The center is administered and operated by professional staff members who are assisted by graduate and undergraduate student consultants involved in a variety of research, programming, operational, and tutorial projects. Microcomputing equipment 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 software appropriate to business operations, 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 accessible through the college's systems, along with specialized programs in marketing, production, accounting, and other academic disciplines and functional areas of business.

The graduate school is also the headquarters of the new *Journal of Educational Computing Research*, a scholarly quarterly which publishes original research, reviews, and other studies related to the applications, effects, and implications of computer-based education.

### Small Business Institute

The Graduate School of Business is one of a number of schools throughout the United States that participates in the Small Business Institute (SBI) program of the Small Business Administration. The SBI provides advanced students with the opportunity to serve as consultants to actual small businesses in New Hampshire, assisting them in resolving operational problems.

### The Center for International Exchange

The Center for International Exchange was established in 1983 to promote and coordinate:

- The development and provision of sensitive and responsive student support services;
- The creation of a greater institutional awareness of the importance of pluralism in the educational process; and
- The development of college-wide programs, courses, and academic experiences to enhance the meaning of international and intercultural learning.

The south campus based center cooperates with the various academic divisions and other departments in meeting the college's commitment to these goals.

## Housing, Dining & Health Services

### Residence Life (Housing)

Housing is available for unaccompanied graduate day students. (The college has no provision for housing of married students or families.) At the North Campus, housing consists of single, double and triple rooms furnished with a desk, chair, bed, and dresser for each student. Residents share common lounges, bath facilities, recreational areas, and study lounges.

A room deposit of \$100, applicable to the housing bill, is required at the time of acceptance in order to reserve a room; rooms are assigned on the basis of the date on which deposits are received at the College Business Office.

A separate \$100 damage deposit is also required and is returnable, less any charges for breakage or damage, when the student leaves the residence.

If students request residence and are assigned, they will be required to remain in residence for a minimum of two graduate terms. Students who simply leave residence are still responsible for the room cost and cost of board, if applicable. Failure to make payments will result in the student not being allowed to continue academically.

Questions concerning the residence program in general may be directed to the Office of Residence Life, Student Center, south campus.

### Dining

Meals are available for all students at the cafeteria or other food service facilities on both campuses. A system of coupons ("chits") is used for such purchases. Students residing on campus are required to purchase chits equivalent to their approximate needs for the year; these chits may be transferred or used to pay for guest meals. They cannot be redeemed at year-end if unused. Students residing off-campus may purchase books of chits in denominations suitable to their needs.

### Health Services

Full-time day graduate students and resident graduate students are entitled to use the college Health Center, located at the south campus. It is open Monday through Friday from 8 a.m. to 5 p.m. Office hours on the north campus are held as determined by students' needs. Both centers are staffed by a nurse practitioner, a registered nurse, and a licensed practical nurse; the services of the college physician are available by appointment. Most common, acute health problems can be treated at the center; and if necessary, the staff refers the student to other facilities for further assistance. All full-time students are required to have a medical record based on a physical examination on file in the Health Center before any treatment is rendered.

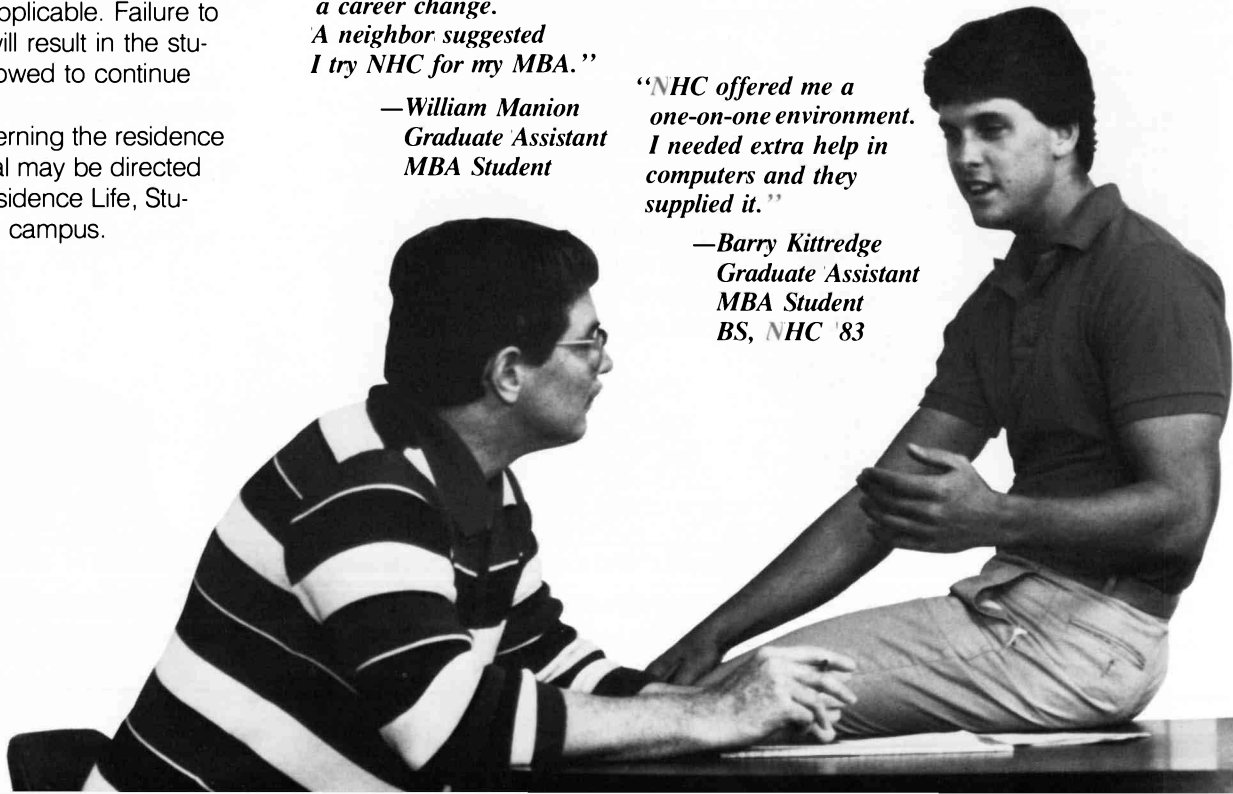
International students are required to subscribe to the college's student health and accident insurance program. All other full-time students are urged to take advantage of this coverage as well.

*"I felt it was time for a career change. A neighbor suggested I try NHC for my MBA."*

*—William Manion  
Graduate Assistant  
MBA Student*

*"NHC offered me a one-on-one environment. I needed extra help in computers and they supplied it."*

*—Barry Kittredge  
Graduate Assistant  
MBA Student  
BS, NHC '83*



### **Counseling Services**

The primary aim of the college's counseling program is to assist the student in exploring a problem or concern and work out an alternative resolution. Personal and emotional problems can interfere with effective learning; moreover, a student with many strengths and abilities may experience serious difficulties in some areas that can be effectively resolved through some form of counseling.

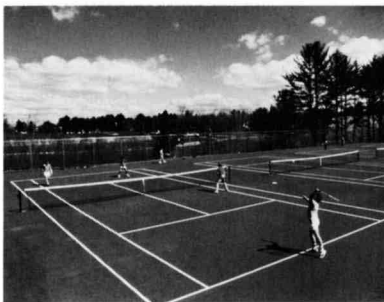
Individual and group counseling sessions are available. Counseling offices are maintained on both campuses.

### **Recreation**

On-campus recreational opportunities provide students with access to the college's athletic facilities including: two gymnasias, a 25-meter swimming pool, racquetball courts, weight and exercise rooms, an outdoor ice rink, and several athletic fields at the south campus. Cross-country ski and hiking trails are found at both north and south campuses. Individual and intramural athletic programs are available.

A wide choice of other extra-curricular student programs is coordinated by the director of student activities, located at the south campus, and by student affairs coordinators at each campus who serve as resources for information on such activities.

The Graduate Student Association (GSA) was established in 1982 to promote the interests of all graduate students, and to encourage an environment in which social activities, as well as education, are a part of graduate school life. All students of the graduate school are welcome to participate in the GSA and its activities.



# Master of Business Administration

## 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.

*"A lot of people may spend the time and money to be able to spit out the facts and figures but you've got to know what to do with them."*

—Cinda Sheehan  
MBA Student



*"The way I try to teach a course is — Don't recite the book back to me, tell me what you think."*

—John Berger  
Director of Quality Assurance  
Bath Ironworks  
MBA '83

#### Basic Program in Administration:

12 courses; 36 credits

The basic MBA program offers a broad spectrum of education for those who seek general familiarity with the management of business enterprises.

#### 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 Decision Support Systems
- GXM400 Marketing Strategies
- GXG410 Business, Government, and the Environment
- GNP600 Policy Formulation and Administration

and

Two graduate business electives (or GNR604 Thesis Option)

#### MBA With Advanced Certificate Option:

Completion of an MBA with an Advanced Certificate option requires:

- 1) A minimum of 14 courses, to include the nine common core courses. The overall GPA must be a minimum of 3.0 with no more than two grades of C or lower (see p. 20) in all courses completed.
- 2) In addition, only one of the allowed Cs may be in the Advanced Certificate courses, with a minimum GPA of 3.0 in those courses.

The advanced certificate programs offer concentrated studies for those who seek specific skills in specialized areas of management.

#### The Common Core:

These nine graduate courses are required in all of the programs leading to the MBA degree with an Advanced Certificate option:

- 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 Decision Support Systems
- GXM400 Marketing Strategies
- GNP600 Policy Formulation and Administration

#### MBA With Advanced Certificate in Accounting:

The program leading to the Advanced Certificate in Accounting provides specialized concentration leading to managerial competence in corporate accounting, internal auditing, and federal taxation. This program is *not* intended for students who have earned an undergraduate degree in Accounting.

In addition to the nine common core courses, students must complete these requirements:

- GCF302 Financial Reporting I
- GCF303 Financial Reporting II
- GCF304 Budgeting and Cost Accounting
- GCF305 Auditing
- GCF306 Financial Reporting III
- GPT500 Federal Taxation of Individuals

and

One graduate business elective

### **MBA With Advanced Certificate in Decision Support Systems**

The program leading to the Advanced Certificate in Decision Support Systems provides specialized concentration for managerial competence in systems-centered and computer-oriented business operations.

In addition to the nine common core courses, students must complete these requirements:

GCO353 Computer Simulation and Modeling in Business

GCO354 Data Communications and Networking

GCO355 Data Base Design

GCO356 Seminar in Decision Support Systems

and

Three graduate business electives

### **MBA With Advanced Certificate in International Business**

The program leading to the Advanced Certificate in International Business provides specialized concentration for managerial competence in enterprises engaged in international operations and trade.

In addition to the nine common core courses, students must complete these requirements:

GXE422 Multinational Corporate Environment

GCF321 Multinational Corporate Finance

GXM401 Multinational Market Strategies

GNC602 Multinational Corporate Management

and

Three graduate business electives



### **MBA With Advanced Certificate in Personnel Administration/Industrial Relations**

The program leading to the Advanced Certificate in Personnel Administration/Industrial Relations provides specialized competence in the management of human affairs in corporate structures.

In addition to the nine common core courses, students must complete these requirements:

GSH211 Human Resource Management

GSH212 Labor Relations and Arbitration

GSH214 Compensation and Benefits Management

GXG410 Business, Government, and the Environment

and

Three graduate business electives

### **MBA with Advanced Certificate in Marketing**

The program leading to the Advanced Certificate in Marketing provides specialized competence for those professionals who wish to extend their knowledge of the field.

In addition to the nine common core courses, students must complete any four of the following courses:

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

and

Three graduate business electives

### **MBA with Advanced Certificate in Finance**

The program leading to the Advanced Certificate in Finance is designed for finance people who want a more in-depth knowledge of the field and those trained in other disciplines who wish to expand their familiarity with the area of finance.

In addition to the nine common core courses, students must complete these requirements:

GPV501 Investment Analysis and Portfolio Management

GCF321 Multinational Corporate Finance

GCF322 Advanced Financial Management

One finance elective

and

Three graduate business electives

MBA with two Advanced Certificates requires a minimum of 18 courses.

# Master of Science

## Accounting—Preparation for CPA:

16 courses; 48 credits

This degree program offers a combination of concentrated studies in the field of accounting—as preparation for qualification as a Certified Public Accountant, and for a broader-based study of managerial enterprises related to the application of accounting theory and practice.

Courses marked with an asterisk (\*) may be waived in favor of other accounting/business electives for persons who have earned an undergraduate degree with a major in accounting.

MBA/MS Accounting dual degrees requires a minimum of 21 courses.

## 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 Decision Support Systems
- GXG411 Federal Taxation of Corporations
- GXG412 Business Law
- GPT500 Federal Taxation of Individuals

## Business Education:

8 courses, 30 credits

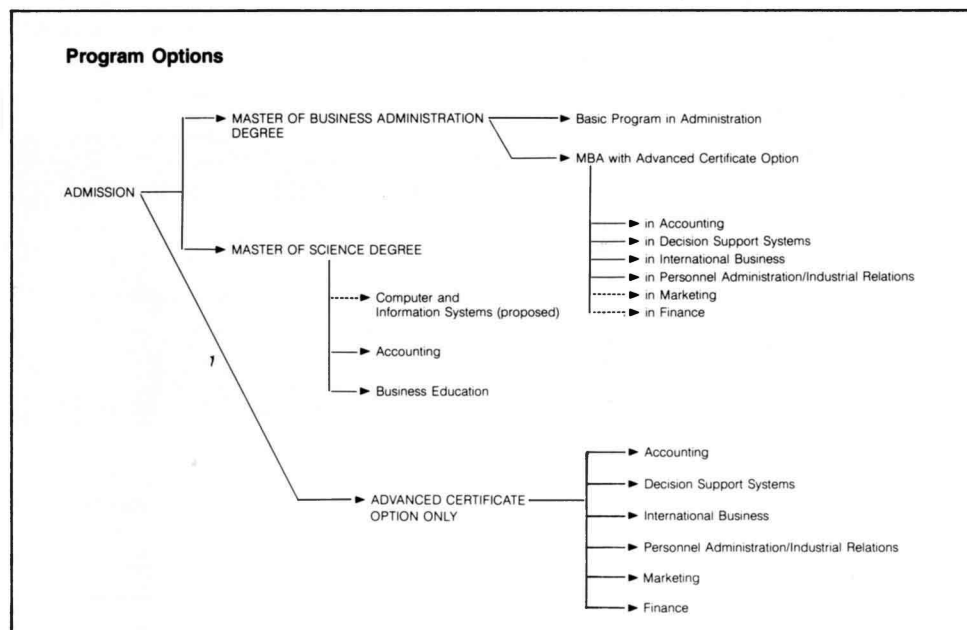
The MS degree program in Business Education provides advanced professional knowledge and skills to enhance the curricular, instructional, and administrative competence of business educators.

## Required Courses:

- GSR200 Information Sources, Research Methods, and Communications 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



## Advanced Certificate Option

The Advanced Certificate options in Accounting, Decision Support Systems, International Business, Personnel Administration/Industrial Relations, Marketing or Finance may also 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 qualifying on the basis of educational background and professional experience.

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.

*"Did the program help you in making the decision to start your own business?"*

—Thomas Besaw  
Director of North Campus  
Graduate School of Business



*"Yes, and what was great about it was most of the work I had to do on it related to courses I was taking."*

—Richard Boisvert  
President/Owner  
Colonial Hardware  
BS '78 MBA '83

### 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

### Advanced Certificate in Decision Support Systems

Courses required for the certificate-only option:

- GCO350 Quantitative Analysis for Decision Making
- GCO352 Decision Support Systems
- GCO353 Computer Simulation and Modeling in Business
- GCO354 Data Communications and Networking
- GCO355 Data Base Design
- GCO356 Seminar in Decision Support Systems

### 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

\*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

### 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

## Structure of the Courses

All courses are designated first with the letter "G" (Graduate); the second and third letters refer to the functional area and specific subject of the courses.

*"My second business got started through what I was learning here."*

—Anne Graham  
MBA '83



*"That's one of the things that attracted me here... they allow students to integrate their outside activities with classroom learning."*

—Terry Allen  
Assistant Professor  
Graduate School of  
Business

### **GS—Courses dealing with personal skills and human affairs (200 series)**

#### **GSR—Research**

- GSR200 Information Sources, Research Methods, and Communication Techniques
- GSR201 Information Sources, Research Methods, and Communication Techniques/Business Education (1 credit module)
- GSR202 Current Literature in Business Education (4 credits)

#### **GSH—Human Affairs**

- GSH210 Human Behavior in Organizations
- GSH211 Human Resource Management
- GSH212 Labor Relations and Arbitration
- GSH213 Seminar in Interpersonal Behavior
- GSH214 Compensation and Benefits Management

### **GC—Courses dealing with planning, measurement, and control (300 series)**

#### **GCF—Financial**

- 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
- GCF310 CPA Review
- GCF320 Financial Management
- GCF321 Multinational Corporate Finance
- GCF322 Advanced Financial Management
- GCF323 Money and Capital Markets

#### **GCO—Operational**

- GCO350 Quantitative Analysis for Decision Making
- GCO351 Production and Operations Management
- GCO352 Decision Support Systems
- GCO353 Computer Simulation and Modeling in Business
- GCO354 Data Communications and Networking
- GCO355 Data Base Design
- GCO356 Seminar in Decision Support Systems
- GCO357 Principles of Artificial Intelligence
- GCO358 Introduction to EDP Auditing

**GCE—Educational**

- GCE360 Improvement of Instruction in Business Education (4 credits)
- GCE361 Curriculum Development (4 credits)
- GCE362 Administration and Supervision in Business Education (4 credits)
- GCE363 Microcomputers in Business Education (4 credits)
- GCE364 Vocational Student Organization/Cooperative Work Experience (4 credits)

**GX—Courses dealing with external relationships (400 series)****GXM—Marketing**

- GXM400 Marketing Strategies
- GXM401 Multinational Market Strategies
- GXM402 Marketing Strategies for Non-Profit Institutions
- GXM403 Advertising Management
- GXM404 Consumer Behavior
- GXM405 Market Research
- GXM406 Product Management
- GXM407 Industrial Marketing
- GXM408 Retailing

**GXG—Governmental**

- GXG410 Business, Government and the Environment
- GXG411 Federal Taxation of Corporations
- GXG412 Business Law

**GXE—Economic**

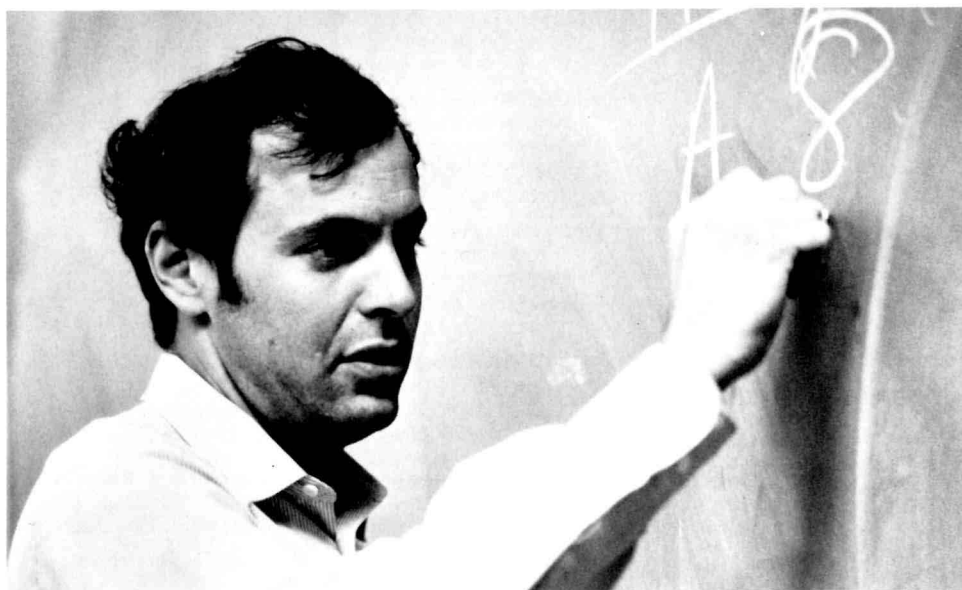
- GXE420 Business Cycles and Forecasting
- GXE421 Institutional Economics
- GXE422 Multinational Corporate Environment

**GP—Courses dealing with personal business affairs (500 series)**

- GPT500 Federal Taxation of Individuals
- GPV501 Investment Analysis and Portfolio Management

**GN—Courses dealing with the integration of other studies (600 series)**

- GNP600 Policy Formulation and Administration
- GNS601 Entrepreneurship and Small Business Management
- GNC602 Multinational Corporate Management
- GNN603 Management of Non-Profit Organizations
- GNR604 Thesis Option
- GNR605 Internship Option
- GNR606 Productivity Management



## Courses 1985-86

### **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** (4 credits)

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, communications, 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.

*"The professor's job is really as much a facilitator as a professor."*

—John Tanzer  
Graduate Director  
Portsmouth



*"You know, most students call me by my first name. They have my phone number, if they have a problem."*

—Vaughn Sanborn  
Liberty Mutual  
Administration and  
Personnel

### **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: GHS210, Human Behavior in Organizations)

### **GSH 212 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: GHS210 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 GCF 302. 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 not-for-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)

**GCF310 CPA Review**

Intensive review of theory and practice in preparation for state examinations required for qualification as a certified public accountant.

**GCF320 Financial Management**

A study of financial decision-making in the setting of the firm, including its relationships with financial markets and institutions. (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. (Prerequisites: 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. (Prerequisite: Financial Management and six credit hours of undergraduate economics or equivalent.)

**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)

### Program Planning — Full-Time Day Student

	FIRST TERM	SECOND TERM	THIRD TERM	FOURTH TERM	FIFTH TERM	SIXTH TERM
<b>Basic MBA (12 courses)</b>	THREE COURSES	THREE COURSES	THREE COURSES	THREE COURSES		
<b>Basic MBA with Background Preparation</b>	BACK- GROUND COURSES	THREE COURSES	THREE COURSES	THREE COURSES	THREE COURSES	
<b>MBA plus Advanced Certificate (16 courses)</b>	THREE COURSES	THREE COURSES	THREE COURSES	THREE COURSES	TWO COURSES	TWO COURSES
	<b>SIX MONTHS►</b>		<b>ONE YEAR►</b>		<b>EIGHTEEN MONTHS►</b>	

\*The tuition and fees entitle a full-time day graduate student to take the equivalent of 16 courses within 18 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 18-month period.

Evening students may take a maximum of two courses per term, unless the Dean grants an exception.

## Courses 1985-86

### **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. (Prerequisite: GCO350 Quantitative Analysis for Decision-Making, or by permission of the instructor)

### **GCO352 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 Decision Support Systems, and GCO350 Quantitative Analysis for Decision Making)

### **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 Decision Support Systems)

### **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 Decision Support Systems)

### **GCO356 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 GCO345 Data Communications and Networking, and GCO355 Data Base Design — may be taken concurrently)

### **GCO357 Principles of Artificial Intelligence**

A survey of concepts and techniques of artificial intelligence with emphasis on representational strategies and notational systems/structures. Topics include business applications, production systems, heuristic search, natural language understanding, problem-solving, deduction, question-answering, and inference. Analysis of fifth-generation computer systems and an introduction to logic programming with PROLOG. (Prerequisites: GCO350 Quantitative Analysis for Decision Making, and GCO352 Decision Support Systems)

### **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 Decision Support Systems — may be taken concurrently)

### **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 Schedule (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.

### **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. (Background preparation: three credit hours in marketing, or equivalent)

### **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. (Background preparation: three credit hours in marketing, or equivalent)

### **GXM403 Advertising Management**

Addresses the specific activities involved in managing a campaign including research, media selection, copywriting, layouts and the role of ad agencies.

### **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.

**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.

**GXM406 Product Management**

Addresses the growing role of product manager within the marketing organization and his/her role in new product development and management.

**GXM407 Industrial Marketing**

Addresses the very real distinctions from consumer marketing as well as sales force management material.

**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.

**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: GCF300 Managerial Accounting)

**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 preceeding courses and other sources. (May not be taken until at least ten courses have been completed in the program.)

**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.

**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 semester 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.

# 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.



## 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 improvement on their proficiency in speaking and writing English.

## Grades

Students are graded upon their performance according to the traditional system of A (4.00), A- (3.66), B+ (3.33), B (3.0), 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
Withdrew**	W
Transfer Credit	T

### \*Incomplete Performance

The grade of I is assigned when course assignments have not been completed. 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 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.

## 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 averages. 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.

## 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 program in Accounting; a maximum of eight semester hours may be transferred into the MS program in Business Education. A minimum of thirty semester hours of graduate credit must be earned at New Hampshire College to qualify for the basic Administration (MBA) degree; a minimum of forty-two semester hours of graduate credit earned at New Hampshire College is required to qualify for either the Administration (MBA) degree with an Advanced Certificate or the Master of Science degree in Accounting; a minimum of 22 semester hours of graduate credit earned at New Hampshire College is required to qualify for the Master of Science degree in Business Education.

# Cooperative Education

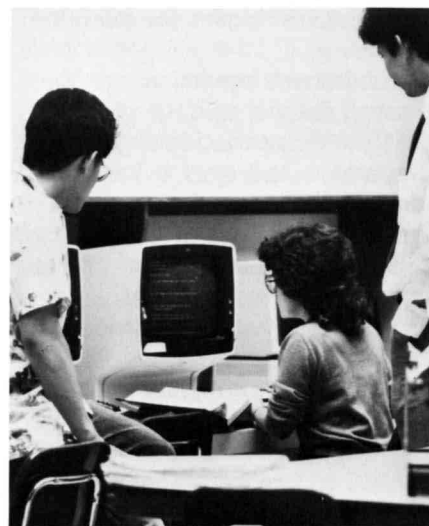
## Placement

Although the graduate programs have, in the past, primarily served persons who were already employed, full-time students and alumni of the graduate school now may also make use of the college's Office of Cooperative Education/Internships/Placement. This office maintains information on current job opportunities in the public and private sectors and participates in semi-annual "job fairs" attended by recruiters from a wide spectrum of industries, governmental agencies, and non-profit institutions. CEIP officers also arrange interviews for students and alumni with employers, both on and off campus, locally, nationally, and internationally.

## Internships

Internships are principally educationally oriented experiences; in most cases they do not involve monetary compensation for participating students. Although the graduate school maintains relations with business and industry, non-profit organizations, and governmental agencies with which internships can be arranged, the CEIP Office, 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.

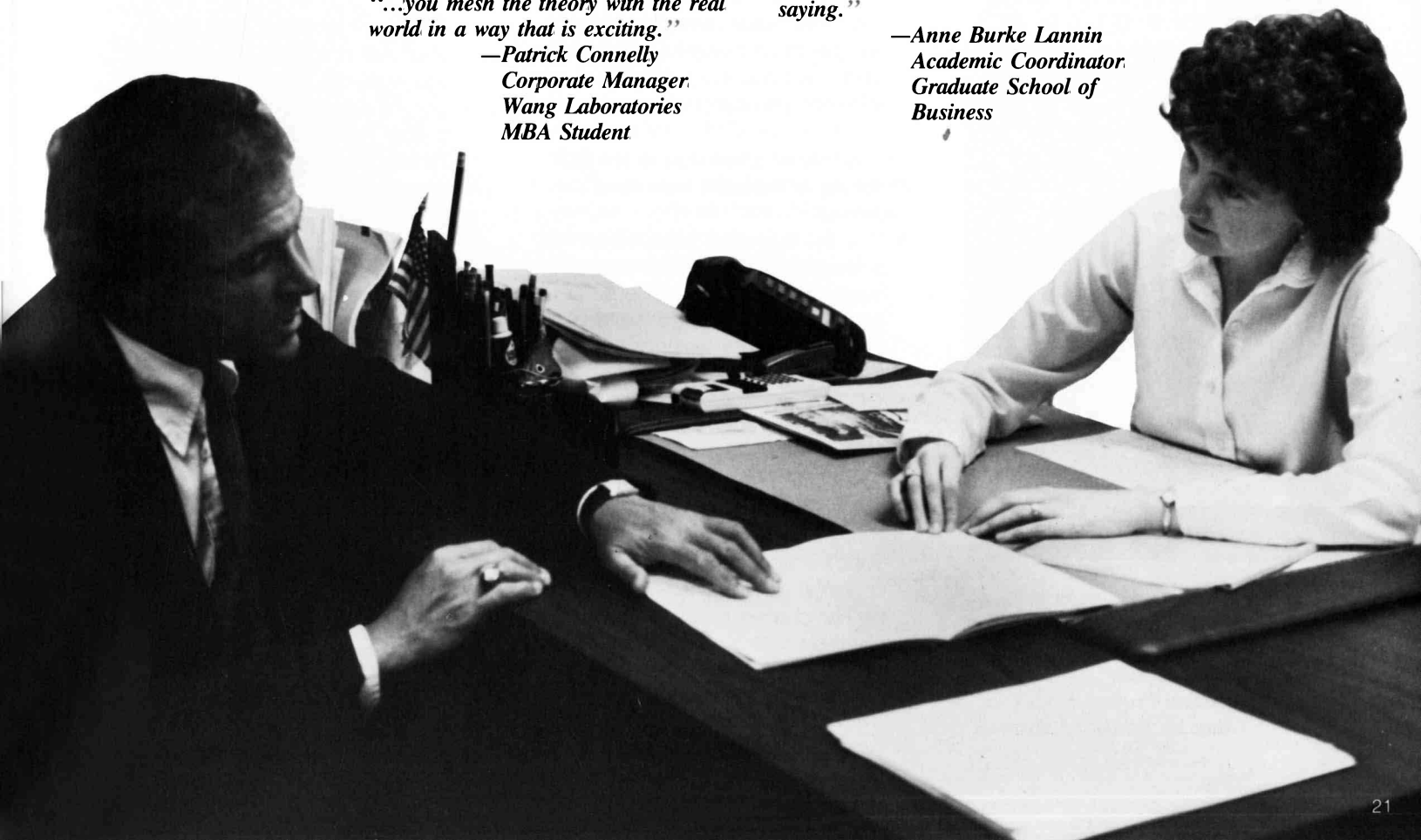


*"...you mesh the theory with the real world in a way that is exciting."*

—Patrick Connelly  
Corporate Manager  
Wang Laboratories  
MBA Student

*"I'm delighted to hear what you're saying."*

—Anne Burke Lannin  
Academic Coordinator  
Graduate School of  
Business



# Admission

Students may be admitted to the Graduate School under the following conditions:

- **Unconditional Admission:** indicating that the student has satisfied all specified background preparation and other entrance requirements for his/her chosen program of study.
- **Limited Admission:** indicating that the student has not met all requirements for admission.
- **Provisional Admission:** indicating that the student's undergraduate grade point average is less than 2.5. This qualification is lifted if the student achieves a B (3.0) average in his/her first three graduate courses.
- **Unclassified Admission:** indicating that the student wishes to enroll in individual courses as a special student. A maximum of six graduate credits may be transferred to one of the graduate programs by an unclassified student.

*"I think that the success rate of the student who graduates from the Graduate School of Business speaks for itself..."*

—William Beaton  
Manufacturing Manager  
GTE



*"I agree, someone who made it happen instead of someone who had it happen."*

—Euclid Dupuis  
Assistant Professor  
Graduate School of Business

**Unconditional admission to any of the MBA Programs or the MS Program in Accounting requires:**

- That the student have previously completed the following courses, or their equivalents:

Accounting	6 credits
Economics	6 credits
Mathematics	6 credits
Statistics	3 credits
Computer Data Processing	3 credits
Business Organization	3 credits
Marketing	3 credits
Business Law	3 credits
- That the student 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 the completed academic program.
- That the applicant present scores of either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). No minimum score is presently stipulated.

**Unconditional admission to the MS Program in Business Education requires:**

- That the applicant have earned an undergraduate degree in a business discipline or in business education, or have at least one year of business teaching experience.
- That the applicant present scores of either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). No minimum score is stipulated.
- That the applicant meet any specified course prerequisites for his/her chosen graduate business electives.

**Unconditional admission to the Advanced Certificate-Only options requires:**

- That the applicant have earned a bachelor's degree (or higher) from an accredited institution of higher learning.
- That the applicant have completed the following prerequisite courses or having demonstrated sufficient equivalent knowledge or experience in the specified area.
  - For Advanced Certificate in Accounting—six credit hours in accounting.
  - For Advanced Certificate in Decision Support Systems—three credit hours in data processing, six credit hours in mathematics, three credit hours in statistics, and three graduate credits in quantitative analysis.
  - For Advanced Certificate in International Business—three credit hours in marketing, and three graduate credits in financial management.
  - For Advanced Certificate in Personnel Administration/Industrial Relations—no specified prerequisites.
  - For Advanced Certificate in Marketing—3 credit hours in marketing
  - For Advanced Certificate in Finance—6 credit hours in accounting

Courses successfully completed in a certificate-only option may later be applied to a graduate degree program, as appropriate, if the student is accepted into the degree program.

### **Unconditional admission as an unclassified student requires:**

- That the applicant have earned a bachelor's degree (or higher) from an accredited institution of higher learning.
- That the applicant have satisfied any stated background preparation and/or prerequisite requirements for the course(s) to be taken.
- That the applicant submit a completed application and official transcripts of his/her prior academic work.

### **Limited Admission**

When an applicant is accepted under limited admission, deficiencies in background preparation may be satisfied by enrolling in courses offered by New Hampshire College or other institutions. Reading list options are available for Marketing and Business Law prerequisites. Further information regarding prerequisites may be obtained from the Center Directors. In some cases, documented employment experience may be accepted in place of academic preparation, as may qualifying scores in specified tests of the College-Level Examination Program (CLEP). Further information on CLEP tests is available from the New Hampshire College Registrar.

### **Graduate Management Admission Test**

Students admitted to the MBA programs and to the MS programs in Accounting and Business Education are expected 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. In accordance with the guidelines of the Graduate Management Admission Council, the graduate school does not stipulate a minimum score to be achieved. For more information on test dates and locations of test centers, write: GMAT, Educational Testing Service, Box 966 R, Princeton, NJ 08540.

### **Time Needed for Completion of 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 (MBA)-four terms (1 yr.)
- Administration (MBA) with an Advanced Certificate option-six terms (1½ yrs.)
- Accounting (MS)-six terms (1½ yrs.)

Programs offered in the day may be completed on an eighteen-month (1½ 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 (MBA)-six terms (1½ yrs.)
- Administration (MBA) with an Advanced Certificate option-eight terms (2 yrs.)
- Accounting (MS)-eight terms (2 yrs.)

The MS 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.



## Tuition and Fees

### Full-Time Day Program

Students enrolled in the day programs may expect their programs to cost:

Tuition	\$8662
Fees (approx.)	\$ 100
Housing on campus	\$2784-3648 per year
On-Campus Meal Plan	\$1720-2400 per year
Books and Supplies	\$600-700 per year

The full-time tuition and fees entitle the student to complete:

- Background courses plus the 12-course MBA program in Administration

OR

- Any 16-course program

An additional charge of \$200 is assessed for each background course taken in conjunction with a 16-course degree program.

The tuition and fees entitle a full-time day graduate student to take up to 18 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 18-month period.

### Evening Program

Students enrolled in the evening program may expect to pay:

Tuition	\$471 per course
Fees	\$ 50 total

Books and supplies are sold separately.

Evening students may register for either one or two graduate courses each term, depending on the student's preference. Any student who wishes to take three or four courses a term must change his or her status to fulltime. The only exceptions allowed are those approved in advance by the Dean of the Graduate School; students wishing to request an exception must do so in writing.

### Billing

Deposits of \$100 applicable to tuition, and \$100 applicable to housing, are required by the college upon notification to day students of their acceptance.

Students are expected to pay all bills at the time of registration. Exceptions require the prior approval of the business office.



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

### Withdrawal

An accepted full-time student not yet enrolled in the Graduate School may withdraw after payment of deposits by written notification to the dean of the graduate school. The official date of withdrawal and the date from which refunds will be determined will be the date on which the written notice of withdrawal is received by the dean.

Enrolled day students who withdraw will be entitled to a refund of tuition on the following basis:

- Withdrawal prior to the first scheduled class meeting: 100% minus \$100 refunded
- Withdrawal within two weeks of the first class meeting: 80% refunded
- Withdrawal within four weeks of the first class meeting: 60% refunded
- Withdrawal within six weeks of the first class meeting: 40% refunded
- Withdrawal within eight weeks of the first class meeting: 20% refunded
- Withdrawal after eight weeks of the first class meeting: no refund

Students on the college meal plan who withdraw will be entitled to a proportionate refund of dining hall charges upon surrender of unused "chits." Housing deposits and damage deposits are not refundable.

Enrolled students in the evening program who withdraw must also do so in writing, stating the date and reason for withdrawal. This must be countersigned by the instructor. The refund of tuition will be based on the number of times the class has met before the withdrawal was received:

- Withdrawal prior to the first class meeting: 100% refunded
- Withdrawal after the first class meeting: 80% refunded
- Withdrawal after the second class meeting: 50% refunded
- Withdrawal after the third class meeting: no refund

### **Veteran's Benefits**

The college is approved for the education of veterans and other eligible persons. Graduate students seeking information on veterans' benefits may contact the college's Office of Veterans' Affairs at the south campus.

### **Financial Aid**

Students enrolled or accepted for enrollment in either day or evening graduate programs may be considered for several forms of institutional 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).



To obtain these application forms and additional information, students may contact either the Graduate School of Business or the New Hampshire College Director of Financial Aid.

*"One of the things common among the graduate students is self-motivation."*

—Vaughn Sanborn  
Liberty Mutual  
Administration and  
Personnel

*"Yes, and there's also tremendous diversity among students... they come from all walks of life."*

—John Tanzer  
Graduate Director  
Portsmouth



# Administration and Faculty

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and Financial Aid  
A.B., St. Anselm College  
D.H.L. (Hon.), Franklin Pierce College

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Vice President for Marketing and Development  
B.A., M.A., Ph.D., University of Pennsylvania

## Administration of the Graduate School

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Dean of the Graduate School of Business  
B.S., Mount Saint Mary College  
Ed.M., Ed.D., Boston University

**Thomas P. McGrevey**  
Assistant Dean  
B.S., United States Military Academy  
M.B.A., New Hampshire College

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B.S., University of Bridgeport  
M.O.E., University of New Hampshire  
M.B.A., New Hampshire College

**Joan Goshgarian**  
Staff Assistant  
B.A., Elmira College

**Anne Burke Lannin**  
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M.A., University of Nebraska

**Steven R. Painchaud**  
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B.A., St. Joseph's College  
M.S., University of Southern Maine

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B.S., M.B.A., New Hampshire College

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B.S., New Hampshire College  
M.S., University of Southern Maine

**Gerald S. Reilly**  
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B.S., M.Ed., Boston College

**John B. Tanzer**  
Director—Portsmouth  
B.S., United States Military Academy  
M.B.A., Long Island University

**John A. Beckett**  
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M.B.A., Harvard University  
L.L.D., (Hon.), New Hampshire College  
C.P.A.



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D.B.A., University of Virginia

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M.S., University of Scranton  
Ed.D., University of Rochester

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C.P.A., C.M.A.

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M.A., Ph.D., Temple University

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M.B.A., Columbia University  
D.B.A., Harvard University

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M.A., Brown University  
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B.B.A., M.B.A., University of Massachusetts  
M.A., Ph.D., Clark University

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B.S., Rutgers University  
M.S., Ph.D., Syracuse University

## Other Faculty Teaching

### Graduate Courses

1984-85

### **Eleanor H. Barnes\***

Associate Professor of Computer Information Systems  
B.S.I.E., Northeastern University  
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B.S., University of Wisconsin/Madison  
M.A., Pepperdine University  
M.B.A., New Hampshire College

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Director, Master's Degree Program  
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M.B.A., Bryant College

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B.S., M.B.A., University of Southern Maine

**Robert R. Tawney**

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New Hampshire Municipal Association  
B.S., University of Kansas  
M.B.A., Boston University

**John VanSantvoord\***

Instructor in Accounting  
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M.B.A., University of New Hampshire

**James D. Walter\***

Assistant Professor of Sociology  
B.A., Kent State University  
M.A., Indiana State University  
Ph.D., Ohio State University

**William Weatherbie**

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Supervisor of Shipbuilding, United States Navy  
B.S., University of Maine  
M.B.A., University of New Hampshire

**Charles V. A. White\***

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Ph.D., Ohio State University

**Walter L. Zimmermann\***

Associate Professor of Psychology  
B.S., M.Ed., Springfield College

\*Full-time faculty member,  
New Hampshire College  
Undergraduate School of Business

\*\*Full-time faculty member,  
New Hampshire College  
School of Human Services

\*\*\*Full-time administrator,  
New Hampshire College



*"Successful MBA graduates have got to be able to go out there and know their stuff... employers look for people who are dynamic and have the ability to learn."*

—Dr. Gerald Karush  
Assistant Professor  
Graduate School of  
Business

*"I feel very very successful, and the basic reason is that I am able to do all those things that you just highlighted."*

—James Knee MBA '84  
Executive Director  
Pleasantview Retirement  
Community

**Statement of Propriety**

New Hampshire College admits the students of any race, color, creed, handicap, and national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the college. New Hampshire College does not discriminate on the basis of race, color, creed, handicap, or national or ethnic origin in the administration of its educational policies, admission policies, scholarship and loan programs, or any other programs administered by the college. Policies and procedures for the Graduate School of Business are developed by the Graduate School Executive Committee and by other committees of the school and the college, and are implemented at the direction of the dean.

Information stated in this catalog is subject to change at any time; New Hampshire College and the Graduate School of Business reserve the right to revise or amend curricula, policies, and procedures, as well as to change tuition and other charges without notice.

## Where the Programs are Offered

The MBA program, the six Advanced Certificates, the MS in Accounting and the MS in Business Education are offered in both the daytime and evening at the north campus in Hooksett. The other locations offer the courses leading to these degrees:

### **Concord, New Hampshire:**

Basic MBA program in Administration  
Bishop Brady High School  
25 Columbus Avenue  
Concord, NH 03301  
603-224-8430

### **Keene, New Hampshire:**

Basic MBA program in Administration  
Keene High School  
46 Arch Street  
Keene, NH 03431  
603-357-5538

### **Nashua, New Hampshire:**

Basic MBA program in Administration; Advanced Certificate Programs in Decision Support Systems and Personnel/Administration/Industrial Relations  
4 Townsend West, Unit 12  
Nashua, NH 03063  
603-881-8393

### **Portsmouth, New Hampshire:**

Basic MBA program in Administration  
Portsmouth Business Center  
U.S. Route 1  
Greenleaf Avenue  
Portsmouth, NH 03801  
603-436-2831

### **Salem, New Hampshire:**

Basic MBA program in Administration; Advanced Certificate Programs in Decision Support Systems and International Business  
151 Main Street  
Salem, NH 03079  
603-893-3598

### **Claremont, New Hampshire:**

334 Tremont Square  
Claremont, N.H. 03743  
603-543-0466

### **Laconia, New Hampshire:**

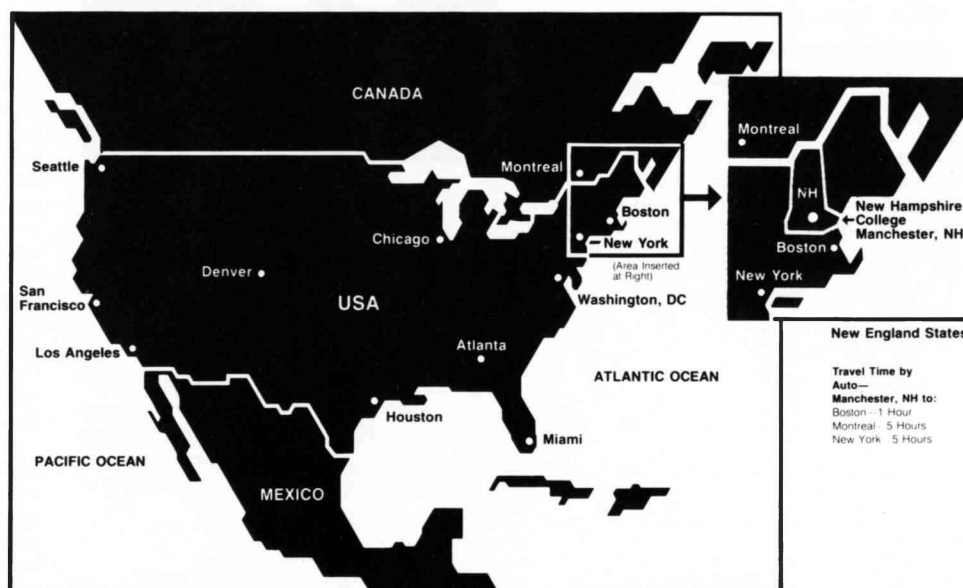
McGrath Street  
Laconia, NH 03246  
603-524-3527

### **Brunswick, Maine:**

Basic MBA program in Administration  
Brunswick Naval Air Station  
Box 4  
NAS Brunswick, ME 04011  
207-725-6486

### **Ceiba, Puerto Rico:**

Basic MBA program in Administration  
Roosevelt Roads Naval Station  
PO Box 3602  
USNS  
FPO Miami, FL 34051  
809-865-8598



## When the Programs are Offered

These programs are offered in 12-week terms starting in September, December, March and June at all locations. The MS program in Business Education is offered only at the north campus in Hooksett, and is scheduled in two 16-week evening terms, starting in September and March, and a four-week summer day term starting in July. Periodically during the academic year courses are offered in six weeks. These courses meet two nights each week for six weeks.

## Calendar Academic Year 1985-86

**Term I** September 9, 1985  
to November 30, 1985

**Term II\*** December 2, 1985  
to March 8, 1986

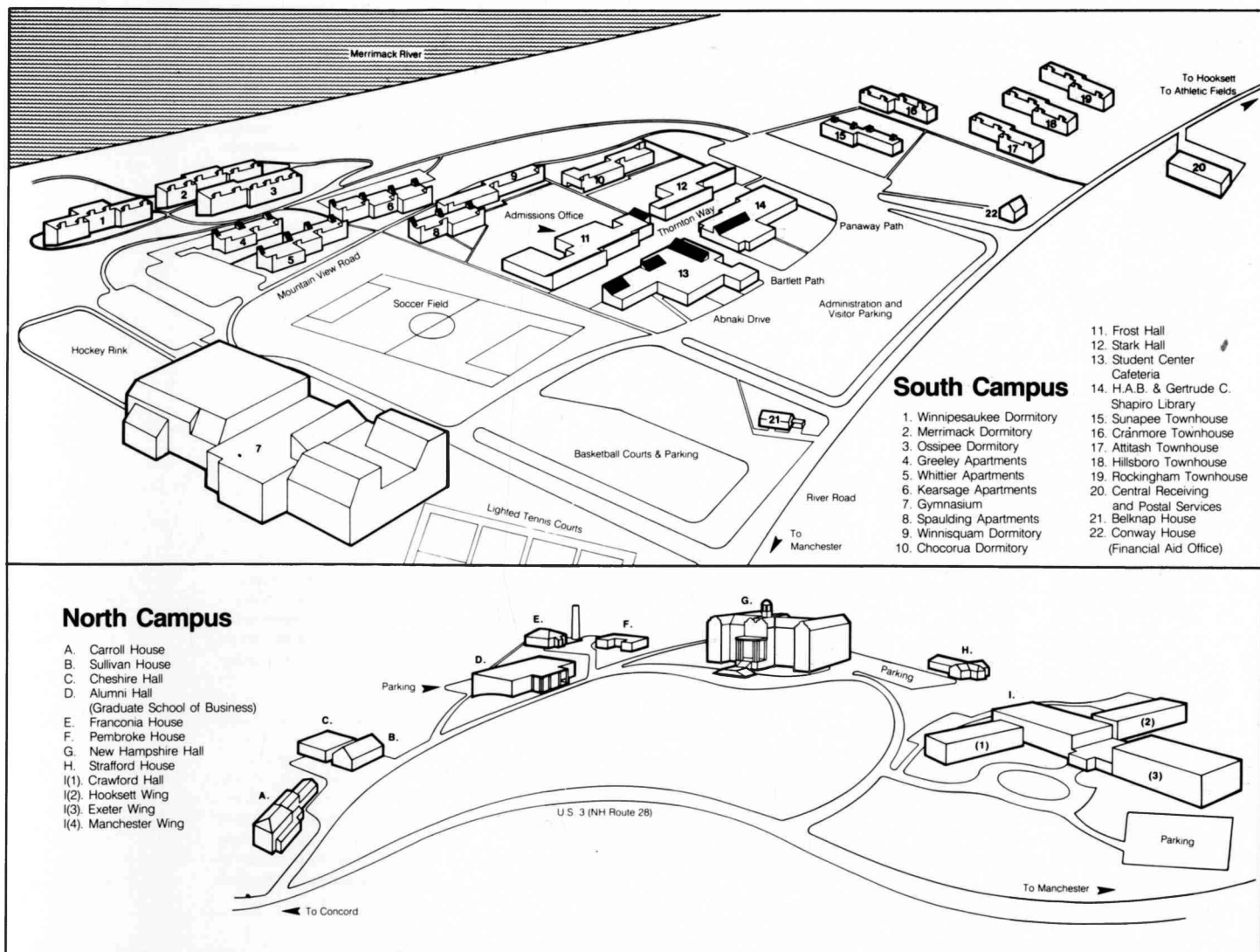
**Term III** March 10, 1986  
to May 31, 1986

**Term IV** June 1, 1986  
to August 23, 1986

\*Holiday—Dec. 22, 1985 to Jan. 4, 1986.  
Classes resume Mon., Jan. 6, 1986.

## When Classes Meet

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.



Yes. I would like to know more about the Graduate School of Business at New Hampshire College.

Please send me: Name \_\_\_\_\_

☐ A Graduate School Bulletin Address \_\_\_\_\_

☐ A General Catalog \_\_\_\_\_

☐ An Application Form City \_\_\_\_\_

☐ Information about: State \_\_\_\_\_ Zip \_\_\_\_\_

Undergraduate College \_\_\_\_\_

Year bachelor's degree awarded \_\_\_\_\_

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☐ Information about: State \_\_\_\_\_ Zip \_\_\_\_\_

Undergraduate College \_\_\_\_\_

Year bachelor's degree awarded \_\_\_\_\_

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☐ An Application Form City \_\_\_\_\_

☐ Information about: State \_\_\_\_\_ Zip \_\_\_\_\_

Undergraduate College \_\_\_\_\_

Year bachelor's degree awarded \_\_\_\_\_

Where to telephone or write for further information:  
Questions regarding the Graduate School of Business may be directed to the office of the dean, telephone 603/485-8415. Inquiries and requests for application materials may be directed to: Dean  
Graduate School of Business  
New Hampshire College  
2500 River Road  
Manchester, NH 03104-1394 (USA)  
Telex: 7102200616; Answer Back: NHCOLLEGE MAN

Inquiries may also be directed to satellite location directors at:

Box 4, Naval Air Station  
Brunswick, ME 04011  
207/725-6486

25 Columbus Avenue  
Bishop Brady High School  
Concord, NH 03301  
603/224-8430

46 Arch Street  
Keene High School  
Keene, NH 03431  
603/357-5538

4 Townsend West  
Unit 12  
Nashua, NH 03063  
603/881-8393

Portsmouth Business Center  
U.S. Route 1  
Greenleaf Avenue  
Portsmouth, NH 03801  
603/436-2831

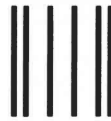
United States Naval Station/  
Roosevelt Roads  
P.O. Box 3602  
FPO Miami, FL 34051  
809/865-8598

151 Main Street  
Salem, NH 03079  
603/893-3598

334 Tremont Square  
Claremont, NH 03743  
603/543-0466

McGrath Street  
Laconia, NH 03246  
603/524-3527

The Graduate School of Business welcomes visitors to the north campus of New Hampshire College, on U.S. Route 3 (Daniel Webster Highway) in Hooksett, New Hampshire.



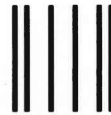
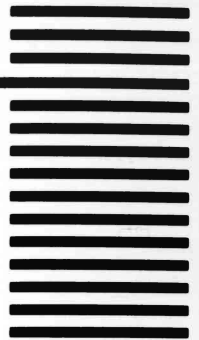
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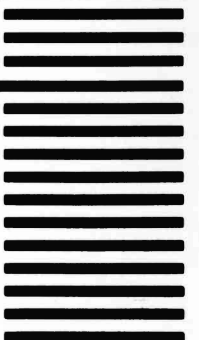
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**New  
Hampshire  
College**



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**Graduate  
School  
of Business**

2500 North River Road  
Manchester, NH 03104

