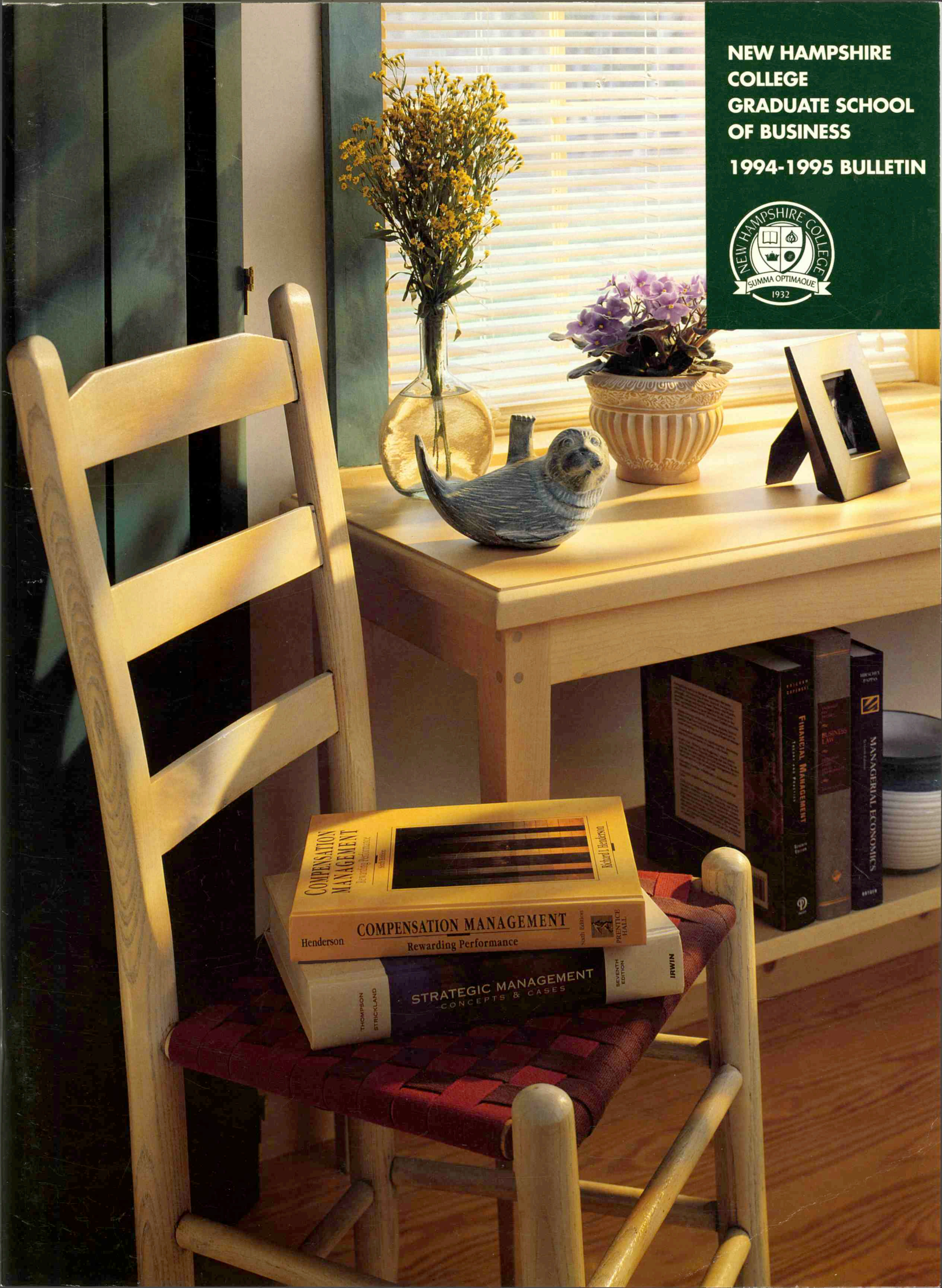


**NEW HAMPSHIRE  
COLLEGE  
GRADUATE SCHOOL  
OF BUSINESS**  
**1994-1995 BULLETIN**







**To the prospective student:**

Thank you for your interest in the New Hampshire College Graduate School of Business. This publication describes the various graduate business programs that are available at our institution. We believe that our basic orientation of combining theory and practice has enabled the Graduate School of Business to develop and offer programs of study that reflect the changing and emerging needs of contemporary businesses, both domestically and on an international scale.

Students have the opportunity to choose between full-time or part-time study; and many bring with them a number of years of professional experience, creating a dynamic educational environment. We are also fortunate to attract students from a number of different countries. As a result, our courses have a distinct international dimension.

The graduate faculty at the New Hampshire College Graduate School of Business are dedicated individuals who possess formal educational training and credentials along with significant experience in the business community. This combination provides our students with theory as well as the practical application of the theory.

I encourage you to review the information contained in this *Bulletin* and wish you success in your decision making process. If you have any questions, please contact us. My staff and I will be pleased to assist you in any way we can.

**WE ARE FORTUNATE AT THE  
GRADUATE SCHOOL OF BUSI-  
NESS TO HAVE A DIVERSE  
STUDENT BODY AND A  
FACULTY THAT COMBINES  
THEORY WITH ITS PRACTICAL  
APPLICATION.**

**DR. JACQUELINE F. MARA,  
Dean**



Sincerely,

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



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THE NEW HAMPSHIRE  
COLLEGE COMMUNITY HAS  
A VISION OF EXCELLENCE  
WHICH PLACES IT AMONG  
THE STRONGEST INSTITU-  
TIONS OF HIGHER EDUCA-  
TION IN NEW ENGLAND.

DR. RICHARD A. GUSTAFSON,  
President





## **THE GRADUATE SCHOOL OF BUSINESS AT NEW HAMPSHIRE COLLEGE**

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 the Association of Collegiate Business Schools and Programs (ACBSP). In 1992 the college celebrated the sixtieth anniversary of its founding.

Located at the college's North Campus in Hooksett, New Hampshire, the Graduate School of Business is just five miles from the undergraduate facility, South Campus, in North Manchester. Set into an attractive environment of over 500 acres, the Graduate School of Business is convenient to highway access (routes 93 and 3) just an hour from Boston to the south and within an hour's travel to the state's seacoast, lakes and mountains.

The graduate programs were originally designed to provide an opportunity for people employed full-time to earn graduate degrees through part-time study. With the acquisition of the North Campus by the college in 1982, the Graduate School of Business was expanded to include a full-time day program to complement its strong evening program. This expansion provides alternative time-frames for students continuing education directly from undergraduate study and for employed students to obtain more concentrated programs.

New Hampshire College Graduate School of Business offers complete graduate programs at its North Campus facility in addition to programs and coursework at satellite locations in the following areas:

Concord, NH	Salem, NH
Laconia, NH	Naval Air Station, Brunswick, ME
Nashua, NH	Naval Air Station, Roosevelt Roads, PR
Portsmouth, NH	

The Graduate School of Business also offers the MBA program at Digital Equipment Corporation in Merrimack, NH.

## **A MATTER OF CHOICE**

With an established reputation as one of the major graduate schools of business serving central and northern New England, New Hampshire College has become the first choice for many college graduates wishing to pursue an MBA or MS, to advance in business or to become business educators themselves.

Many of the region's leading corporations underwrite tuition fees and other expenses for their employees to attend the Graduate School of Business. Many local and regional businesses employ New Hampshire College masters degree candidates while they are still pursuing their studies on a full or part-time basis.

It is little wonder that our graduates enjoy such remarkable success in business management and administrative positions throughout the region and the nation. Their success is due in large part to a strong core curriculum that stresses the essential skills necessary for sound business decision making.

At New Hampshire College, students do not simply learn. They discover how to *use* what they have learned in the real world of business. They learn how to make intelligent choices.

### **We offer our students:**

- A choice of highly marketable degrees
- A variety of programs
- An integrated core curriculum
- Specialization and thesis options
- Internship opportunities
- A choice of full and part-time, day and evening programs
- Satellite locations for evening and Saturday courses
- English language assistance
- Access to the cultural resources of major metropolitan areas
- Proximity to all-season recreational areas
- Placement opportunities and assistance





## **PROGRAM PLANNING**

### **The Graduate Students**

The graduate school's diverse student body creates a dynamic atmosphere for learning and a strength for each program offered. While some of our students enter the program directly out of college, most have two or more years of work experience to share in the classroom. The college realizes the need for our students to gain a world view of business, and has been successful in recruiting students from more than 25 countries. Our students range in age from 21 to 55, and represent a broad spectrum of academic background and disciplines. (Only 40% previously majored in business.)

### **Programs**

The MBA, MS in accounting, business education, computer information systems, community economic development, or international business and the graduate certificate specializations are available to both full-time and evening students.

Graduate programs are taught in four twelve week terms each year with classes meeting once a week for three hours. A student may begin the program in September, December, March or June. All programs have a maximum time limit of eight years to complete degree requirements.

The MBA or MS in international business will take from twelve to eighteen months to complete. Students may begin the program in September, December, March, or June.

The MS in accounting will take eighteen months to complete. Students should enter the program in either September or March. Students who require the background accounting courses must begin the program in June or December.

The MS in computer information systems will take eighteen months to complete. Students should enter this program in September.

The graduate certificates may be added to any graduate program to further specialize skills. However, it is important to arrange schedules with an advisor in order to insure completion of the certificate program within eighteen months.

**THE OPTION OF ADDING  
A GRADUATE CERTIFICATE  
TO ONE'S DEGREE PROGRAM  
PROVIDES STUDENTS  
WITH THE OPPORTUNITY  
TO DEVELOP AN AREA OF  
SPECIALIZATION.**

**DR. JAMES FREIBURGER,  
Associate Professor of  
Organizational Behavior**



### **Full-Time Programs**

Full-time programs can be completed in three terms (nine months) to six terms (eighteen months), depending on the number of courses a student takes each term and the number of foundation courses required. Students are expected to take at least two courses each term but no more than four courses in a term.

Students who wish to take a term off must request to do so in writing to the dean. Students must complete three consecutive terms before taking a term off.

### **Evening Programs**

The evening programs are designed for students who would like to complete a master's degree without interrupting their professional careers. The programs can be completed in as little

as eighteen months depending on the number of courses a student takes each term and the number of background courses required.

### **The Institute for Management Research, Development and Assistance**

The Institute operates as a program of the Graduate School of Business. Its purpose is to conduct and provide business consulting and assistance services to private and non-profit companies, organizations and governmental agencies, both nationally and internationally. The Institute utilizes faculty, staff and graduate students as its primary resources, and conducts activities in the areas of business research, education and training and management assistance. It has two centers of special interest, *The Center for International Business* and *The Small Business Institute*.







The Center for International Business (CIB) is focused on all facets of business as they pertain to international clients or U.S. clients with international requirements.

The Small Business Institute (SBI) is sponsored by The Institute and the Small Business Administration. The SBI provides direct business consulting by graduate students under the supervision of the executive director to area small businesses which qualify for assistance.

For more information contact Thomas P. McGrevey, Executive Director, The Institute for Management Research, Development and Assistance, Graduate School of Business, New Hampshire College, 2500 North River Road, Manchester NH 03106-1045; phone 603-644-3102, ext. 3062; FAX 603-644-3165.

### **Thesis Option**

Students may choose the option of thesis. This study, plan of research, is supervised by a full-time faculty member after approval by the dean of the graduate school. Students may substitute six credit hours in lieu of two elective courses in the MBA or MS/Business Education programs.

### **Teaching Styles**

Since the Graduate School of Business hosts a very diverse population, the learning atmosphere features creative teaching styles to meet learning needs. With over 30 countries represented, the graduate students may gain an international flavor of business through experiences presented by way of

- lecture and discussion
- study groups and seminars
- assistantships
- Small Business Institute cases
- case analysis
- internships
- thesis

### **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.

## **THE PROGRAMS OFFERED**

### **Master of Business Administration Degree**

The curriculum for the Master of Business Administration program is designed to prepare students for middle management and senior management positions.

The basic MBA program requires 13 graduate courses, which include 11 core courses and two electives. Students who did not have specified business courses as undergraduates, or equivalent work experience (see page 12) may need additional background. These courses are available at the graduate school and are scheduled on the same twelve-week format as the three-credit graduate courses.

### **Required Courses for Basic MBA:**

ACC500	Managerial Accounting
CIS500	Computer Information Systems
ECO500	Managerial Economics
FIN500	Financial Management
HRM500	Human Behavior in Organizations
MBA500	Information Sources, Research Methods, and Communication Techniques
MBA510	Quantitative Analysis for Decision-Making
MBA600	Production and Operations Management
MBA670	Business, Government and the Environment
MBA700	Strategic Management
MKT500	Marketing Strategies
<i>and two graduate business electives</i>	
(or MBA740 Thesis Option)	

### **Graduate Certificates**

The graduate certificate options may be taken as an independent program of graduate study by persons already possessing a graduate business degree who wish to enhance or update their skills in a specific business discipline, and those holding a bachelor's degree qualifying on the basis of educational background and professional experience. Graduate certificates may also be taken concurrently with the MBA as outlined on pages 6-7.

Successful completion of the certificate program requires that the student attain at least a 3.0 GPA with a maximum of one C level grade in those courses within the certificate program.

### **MBA with Graduate Certificate Option**

#### *Completion of an MBA with a*

#### *Graduate Certificate option requires:*

1. A minimum of 14 courses, to include 11 core courses. The overall GPA must be a minimum of 3.0 with no more than two grades of C+ or lower in all courses completed.
2. In addition, only one of the grades of C+ or lower may be in the certificate courses, with a minimum of 3.0 in those courses.
3. Depending upon prerequisite requirements, some graduate certificates may require more than eighteen months to complete. Students should confirm with an advisor the minimum time required for completing a particular graduate certificate given their individual circumstances.

**Note:** MBA with two graduate certificates requires a minimum of 18 courses. However, the graduate school cannot guarantee against scheduling conflicts for students who are pursuing two graduate certificates simultaneously.

### **Graduate Certificate in Accounting**

#### *Courses required for the certificate-only option:*

ACC510	Managerial, Budgeting and Cost Accounting I
ACC600	Managerial, Budgeting and Cost Accounting II
ACC610	Financial Reporting I
ACC620	Financial Reporting II
ACC630	Financial Reporting III
ACC640	Auditing
TAX650	Federal Taxation of Individuals

### **Graduate Certificate in Artificial Intelligence/Expert Systems**

*Courses required for the certificate-only option:*

CIS500	Computer Information Systems
CIS650	Data Base Design
CIS660	Artificial Intelligence
CIS690	Building Knowledge-based Expert Systems
CIS750	Projects in Artificial Intelligence/Expert Systems

### **Graduate Certificate in Computer Information Systems**

*Courses required for the certificate-only option:*

CIS510	Advanced CIS
CIS600	Computer Architecture and Software Systems
CIS610	Information Analysis and Systems Development
CIS620	Systems Design
CIS650	Data Base Design

### **Graduate Certificate in Finance**

*Courses required for the certificate-only option:*

FIN500	Financial Management
FIN610	Short-term Financial Management
FIN640	Investment Analysis and Portfolio Management
INT620	Multinational Corporate Finance

*and two finance electives*

**Note:** ACC500 is a prerequisite to FIN500. MBA510 and FIN500 are prerequisites to FIN640.

### **Graduate Certificate in Health Administration**

*Courses required for the certificate-only option:*

HRM500	Human Behavior in Organizations
HRM630	Topics in Health Administration
HRM700	Seminar in Health Administration
MBA670	Business, Government and the Environment

*and any two of the following:*

ACC500	Managerial Accounting
FIN500	Financial Management
HRM510	History and Functions of U.S. Health Systems
HRM600	Human Resource Management
HRM610	Labor Relations and Arbitration
MBA660	Management of Not-for-Profit Organizations
MKT500	Marketing Strategies
MKT660	Marketing Strategies for Not-for-Profit Organizations

**Note:** HRM510 should be taken by individuals with no previous experience in health related occupations.

### **Graduate Certificate in International Business**

*Courses required for the certificate-only option:*

INT610	Multinational Corporate Environment
INT700	Multinational Business Strategy

*and any two of the following:*

INT600	Multinational Corporate Management
INT620	Multinational Corporate Finance*
INT640	Multinational Market Strategies

\***Note:** ACC500 and FIN500 are prerequisites for INT620.

### **Graduate Certificate in Manufacturing and Service Management**

*Courses required for the certificate only option:*

ACC600	Managerial, Budgeting and Cost Accounting II
CIS630	Computer Simulation and Modeling
MBA510	Quantitative Analysis for Decision-Making
MBA600	Production and Operation Management
MBA690	Topics in Manufacturing and Service Management

*and either one of the following:*

INT600	Multinational Corporate Management
MKT640	Industrial Marketing

**Note:** While the graduate certificate in manufacturing and service management can be taken as a stand alone program, it is designed to be taken in conjunction with the MBA.

**Note:** ACC510 is a prerequisite to ACC600. CIS500, CIS610 and MBA510 are prerequisites to CIS630.

### **Graduate Certificate in Marketing**

*Courses required for the certificate-only option:*

MKT500	Marketing Strategies
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*and any four of the following:*

MKT610	Advertising Management
MKT620	Consumer Behavior
MKT630	Market Research
MKT640	Industrial Marketing
MKT650	Retailing
MKT660	Marketing Strategies for Not-for-Profit Organizations
MKT670	Product Management
INT640	Multinational Market Strategies

### **Graduate Certificate in Personnel Administration/Industrial Relations**

*Courses required for the certificate-only option:*

HRM500	Human Behavior in Organizations
HRM600	Human Resource Management
HRM610	Labor Relations and Arbitration
HRM620	Compensation and Benefits Management
MBA670	Business, Government and the Environment.

**Note:** One graduate business elective is required for students pursuing the MBA with the graduate certificate in personnel administration/industrial relations.

### **Graduate Certificate in School Business Administration**

*Courses required for the certificate-only option:*

HRM500	Human Behavior in Organizations
HRM610	Labor Relations and Arbitration
MBA660	Management of Not-for-Profit Organization
MBE710	Seminar for Business Administrators I
MBE720	Seminar for Business Administrators II

### **Graduate Certificate in Taxation**

*Courses required for the certificate-only option:*

TAX650	Federal Taxation of Individuals
TAX655	Federal Taxation of Corporations, Partnerships, Estates and Trusts
TAX665	Estate and Gift Taxation
TAX670	Tax Research Methodology/Practices and Procedures
TAX700	Special Topics in Taxation





### **The Master of Science Degree in Accounting**

The curriculum for this program offers a combination of concentrated studies in accounting as preparation for qualification as a certified public accountant and for a broader-based study of management related to the application of accounting theory. The MS in accounting requires 16 graduate courses (48 credits). Some students may be required to satisfy additional background courses which can be waived for undergraduate or work experience equivalent.

#### ***Required Courses:***

ACC510	Managerial, Budgeting and Cost Accounting I
ACC600	Managerial, Budgeting and Cost Accounting II
ACC610	Financial Reporting I*
ACC620	Financial Reporting II
ACC630	Financial Reporting III*
ACC640	Auditing*
ACC700	Seminar in Accounting Topics
CIS500	Introduction to CIS
FIN500	Financial Management
HRM500	Human Behavior in Organizations
MBA500	Information Sources, Research Methods, and Communication Techniques
MBA510	Quantitative Analysis for Decision-Making
MBA600	Production and Operations Management
MBA610	Business Law
TAX650	Federal Taxation of Individuals
TAX655	Federal Taxation of Corporations, Partnerships, Estates and Trusts

\*Courses marked with an asterisk (\*) may be waived in favor of other accounting/business electives for persons who have earned an undergraduate degree in accounting and who maintained an overall GPA of 3.0 in the major.

**THE MS IN COMPUTER  
INFORMATION SYSTEMS  
IS DESIGNED TO PROVIDE  
STUDENTS WITH A SOLID  
THEORETICAL FOUNDATION  
AS WELL AS PRACTICAL  
HANDS-ON TRAINING.**

**PROF. PHILIP H. FUNK, JR.,  
Associate Professor of  
Computer Information  
Systems**



**Note:** Effective in 1995-96 students with undergraduate degrees in accounting may earn a graduate degree and meet the AICPA's "150 Hour" requirement by taking as few as ten additional courses at the Graduate School of Business. Details will be available from an Academic and/or Accounting Advisor. With proper course selection, limited specializations will be available in financial accounting, management accounting, accounting systems and tax.

### **The Master of Science Degree in Business Education**

The MS in business education provides advanced professional knowledge and skill for business educators. It requires 10 graduate courses and can be combined with a graduate certificate specialization. This requires a minimum of 12 graduate courses.

#### ***Required Courses:***

MBA500	Information Sources, Research Methods, and Communication Techniques
MBE600	Current Literature
MBE610	Improvement of Instruction
MBE620	Curriculum Development
MBE640	Microcomputers in Business Education and two graduate education electives; two graduate business electives; and one additional education or business elective





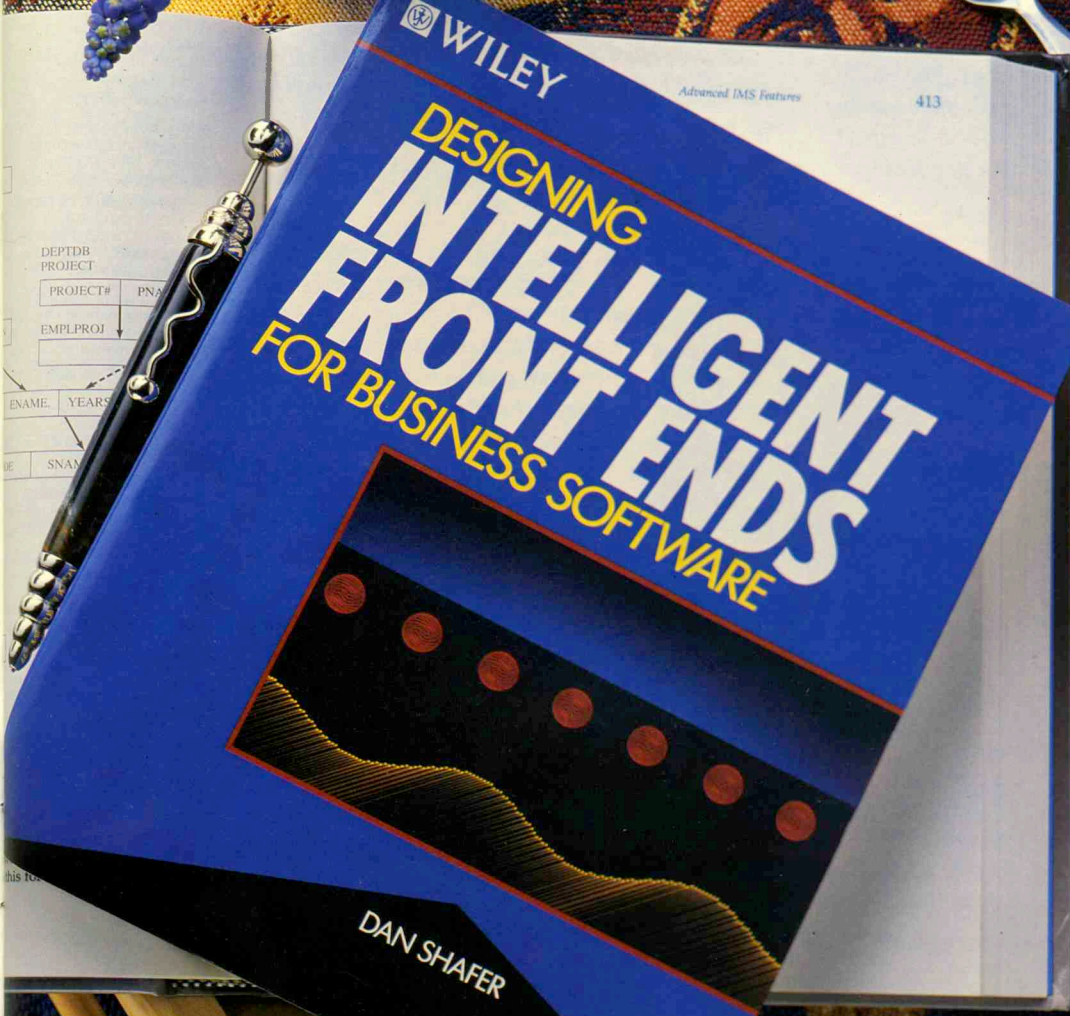
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DESIGNING  
**INTELLIGENT  
FRONT ENDS**  
FOR BUSINESS SOFTWARE

DAN SHAFER





### Areas of Certification

- Comprehensive Business Education
- Comprehensive Marketing Education

To receive State of New Hampshire certification in either of these areas, a student must successfully complete the basic MS in Business Education Program, and:

1. Complete MBE650 and MBE700
2. Document 2,000 hours of work experience in the field of certification
3. Meet other competencies as determined by the coordinator of the program

### The Master of Science Degree in Computer Information Systems

The MS in CIS is designed for students who wish to pursue a career in the analysis, design and management of computer-based information systems. The sixteen course, forty-eight credit program will meet the needs of students currently involved in a computer-related occupation, as well as those who wish to move into the field from another career specialty. A minimum of eighteen courses is required for the MS/CIS and one graduate certificate.

#### The MS/CIS program has as its goals:

- Establishing a firm foundation in both the theory and practice of computerized information system analysis, design and management.
- Exposing students to the most current tools and approaches.
- Enabling students to develop additional technical competency through internships and area concentrations within the MS curriculum.

#### Required Courses:

ACC500	Managerial Accounting
CIS510	Advanced CIS
CIS600	Computer Architecture and Software Systems
CIS610	Information Analysis and Systems Development
CIS620	Systems Design
CIS630	Computer Simulation and Modeling
CIS640	Data Communications and Networking
CIS650	Data Base Design
CIS700	Projects in CIS
FIN500	Financial Management
MBA500	Information Sources, Research Methods, and Communication Techniques
MBA510	Quantitative Analysis for Decision-Making
MBA600	Production and Operations Management

*and three CIS electives*

A comprehensive examination is required of all MS/CIS students.

### The Master of Science in International Business

The MS in international business is designed to prepare students for positions of leadership in the international operations of a multinational corporation. The thirteen course, thirty-nine credit program is designed to teach students how to direct and manage businesses in a multinational environment with differences in political, economic, financial and regulatory systems.

#### Required Courses:

ACC500	Managerial Accounting
ECO500	Managerial Economics
ECO610	Fiscal and Monetary Practices and Policies
FIN500	Financial Management
INT600	Multinational Corporate Management
INT610	Multinational Corporate Environment
INT620	Multinational Corporate Finance

INT640	Multinational Market Strategies
INT650	International Trade and Competitiveness
INT660	International Negotiations
INT700	Multinational Business Strategy
INT750	Seminar in Multinational Business
MKT500	Marketing Strategies

Competency in one of the following languages must be demonstrated: French, German, Japanese or Spanish.

**Note:** MBA510 is a prerequisite for ECO500.

### The Master of Science Degree in Community Economic Development

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

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

#### For more information, please contact:

Dr. Michael Swack, Coordinator  
Community Economic Development Program  
New Hampshire College  
2500 North River Road  
Manchester, NH 03106-1045

### Second Degrees

To earn a second master's degree at the Graduate School of Business, a minimum of seven graduate courses beyond the first degree is required. All other requirements in the second degree program must also be satisfied. Students considering this option are encouraged to meet with an advisor to determine the specific additional requirements needed.

### Internships

Internships for credit are available to full-time degree candidates approved by faculty. These internships supplement traditional classroom experience. In many cases, compensation is not awarded; schedules are flexible and arranged to best suit student and employer needs. Although the graduate school maintains relations with business and industry, non-profit organizations, and governmental agencies, the Career Development Center (COC), in conjunction with the graduate school, is responsible for job development and the placement process.

The CDC staff actively seeks Internship opportunities for all eligible students. During the first two weeks of the term prior to placement, each candidate must submit a formal application, personal resume and letter of intent to The Graduate School of Business dean's office. This starts the placement process in motion. Once the dean has approved eligibility to participate in the program, the applicant must meet with a member of the CDC staff.

Foreign students must have authorization for any salaried internship from the Center for International Exchange prior to beginning their work experience.

## WHERE THE PROGRAMS ARE OFFERED

The MBA program, the eleven graduate certificates, the MS in accounting, the MS in business education, the MS in community economic development, the MS in computer information systems, and the MS in international business are offered at the North Campus in Hooksett. The locations below offer the courses leading to these degrees:

### Concord, New Hampshire:

MBA Program  
130 Pembroke Road  
Concord, NH 03301  
603-225-8230

### Laconia, New Hampshire:

MBA program  
2 Airport Road  
Gilford, NH 03246  
603-524-3527

### Nashua, New Hampshire:

MBA program; MS in business education, graduate certificate programs in personnel administration/industrial relations, and marketing  
546 Amherst Street  
Nashua, NH 03063  
603-881-8393

### Portsmouth, New Hampshire:

MBA program; MS in business education, graduate certificate program in personnel administration/industrial relations  
150 Greenleaf Avenue  
Portsmouth, NH 03801  
603-436-2831

### Salem, New Hampshire:

MBA program; graduate certificate programs in international business, and CIS  
19A Keewaydin Drive  
Salem, NH 03079  
603-893-9600

### Brunswick, Maine:

MBA program; MS in business education, graduate certificate programs in personnel administration/industrial relations  
Brunswick Naval Air Station  
Box 4  
NAS Brunswick, ME 04011  
207-725-6486

### Ceiba, Puerto Rico:

MBA program; graduate certificate program in health administration.  
Naval Station Roosevelt Roads  
PSC 1008, Box 3602  
FPO AA 34051  
809-865-8598

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.

## CALENDAR

### Academic Year 1994-1995

**Term I** September 12, 1994 – December 3, 1994  
**Term II\*** December 5, 1994 – March 11, 1995  
**Term III** March 20, 1995 – June 10, 1995  
**Term IV** June 12, 1995 – August 26, 1995

\*Holiday, December 18, 1994 to January 1, 1995; classes resume on January 2, 1995.

## WHEN CLASSES MEET

Classes routinely meet for three hours once each week. Monday through Thursday morning and afternoon classes are offered at the North Campus. Monday through Thursday evening classes and Saturday morning and afternoon classes are offered at the North Campus and at the satellite centers in Concord, Laconia, Nashua, Portsmouth, and Salem, New Hampshire, and Brunswick, ME.

### 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 603-668-2211 or 603-644-3102. Inquiries and requests for application materials may be directed to:

### Dean

### Graduate School of Business

### New Hampshire College

2500 North River Road  
Manchester, NH 03106-1045 (USA)  
FAX: 603-644-3150

*Inquiries may also be directed to satellite location Directors.*



IN ADDITION TO THE FULL-TIME PROGRAM AT THE NORTH CAMPUS, COURSES AND PROGRAMS ARE OFFERED AT SATELLITE LOCATIONS IN THE EVENING AND ON SATURDAYS TO ACCOMMODATE THE WORKING PROFESSIONAL.

DR. GERALD I. HAREL,  
Professor of Quantitative  
Analysis and Production and  
Operations Management





## ADMISSION/ACADEMIC POLICIES

### Admission

We invite applications from students with bachelor's degrees from accredited institutions. While many of our students have work experience in business or other professional settings, we encourage applications from students who are just completing their undergraduate careers.

Although interviews are not required as part of the admissions process, we welcome students to visit the North Campus or the center that the student will be attending. Our advisors are available throughout the year to discuss the program with students.

Admission decisions are made on a rolling basis, with a letter normally being sent to an applicant two weeks after the file is complete.

### 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.

### Unconditional admission to the MBA Programs, the MS Program

#### in Accounting, Computer Information Systems, or International Business requires:

1. That the student has previously completed the following courses, or their equivalents:

Accounting.....	6 credits	Computer Data Processing.....	3 credits
Micro Economics.....	3 credits	Business Organization.....	3 credits
Macro Economics.....	3 credits	Marketing .....	3 credits
Mathematics.....	6 credits	Business Law.....	3 credits
Statistics.....	3 credits		

#### Additionally the MS in

#### Computer Information Systems requires:

COBOL.....	3 credits
Another advanced computer language.....	3 credits
Computer files.....	3 credits

Students lacking the courses listed above may be required to take Graduate School of Business foundation courses. Students are encouraged to take the foundation courses concurrently with selected graduate classes or prior to graduate courses which require prerequisites.

Students who wish to take foundation courses at an accredited undergraduate institution must gain prior approval from the Graduate School of Business.

Students who have not completed 3 credits in marketing as part of their undergraduate degree may complete a reading list prior to taking the graduate level course MKT500 Marketing Strategies.

Students may satisfy the business law background requirement by taking the background course or by studying a prepared reading list and then taking the graduate course MBA610 Business Law as an elective.

2. That the student has 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.

THE OBJECTIVE OF THE MS  
IN INTERNATIONAL BUSINESS  
IS TO TEACH STUDENTS  
HOW TO DIRECT AND MAN-  
AGE CORPORATIONS AND  
BUSINESSES IN A GLOBAL  
SETTING.

DR. MASSOOD V. SAMII,  
Professor of Business Policy  
and International Business







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Daniels Radebaugh  
**International Business Environments and Operations** Sixth Edition  
ADDISON WESLEY 57100

Ronen  
**COMPARATIVE AND MULTINATIONAL MANAGEMENT** WILEY



### **Unconditional admission to the**

#### **MS Program in Business Education requires:**

1. That the applicant has earned an undergraduate degree in a business discipline or in business education, or has at least one year of business teaching experience.
2. That the student has earned a bachelor's degree from an accredited institution, with an academic record of 2.5 or better, or 2.7 in the latter half of the completed academic program.
3. That the student has successfully completed three credits in data processing and statistics, or their equivalent. A teaching methodology course is required for those seeking teaching certification.

### **Unconditional admission to the**

#### **Graduate Certificate Program requires:**

1. That the applicant has earned a bachelor's degree (or higher) from an accredited institution of higher learning.
2. That the applicant has completed the following prerequisite courses or has demonstrated sufficient equivalent knowledge or experience in the specified area.
  - For Certificate in Accounting—six credit hours in accounting.
  - For Certificate in Artificial Intelligence/Expert Systems—three credit hours in data processing
  - For Certificate in Computer Information Systems—three credit hours in data processing, BASIC, COBOL and files.
  - For Certificate in Health Administration—no specified prerequisites.
  - For Certificate in International Business—three credit hours in marketing, and three graduate credits in financial management.
  - For Certificate in Personnel Administration/Industrial Relations—no specified prerequisites.
  - For Certificate in Manufacturing and Service Management—three credit hours in data processing, micro economics, macro economics and statistics and six credit hours in accounting and mathematics.
  - For Certificate in Marketing—three credit hours in marketing or reading list.
  - For Certificate in Finance—six credit hours in accounting.
  - For Certificate in Taxation—no specified prerequisites.

Courses successfully completed in a certificate-only program may later be applied to a graduate degree program, as appropriate, upon acceptance into the degree program.

### **Unconditional admission as**

#### **an unclassified student requires:**

1. That the applicant has earned a bachelor's degree (or higher) from an accredited institution of higher learning.
2. That the applicant has satisfied any stated background preparation and/or prerequisite requirements for the course(s) to be taken.
3. That the applicant submits 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. 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.

### **Application Process for International Students**

*To apply for admission to the Graduate School of Business, international applicants must submit the following:*

- A completed New Hampshire College International Application Form
- Official, notarized transcripts of post-secondary academic grades and degrees (translated into English).
- Certified certificates and diplomas.
- Proof of English proficiency. Students not enrolling in the Intensive English Program at New Hampshire College must submit an official TOEFL score (The NHC TOEFL Code Number is 3649).
- Notarized document of financial support. Each student coming to the USA must satisfy college and U.S. government officials that sufficient finances are available to pay for round trip passage, tuition and living expenses.

### **Graduate Management Admission Test**

Students admitted to the Graduate School of Business are encouraged to submit scores on the Graduate Management Admission Test (GMAT) at the time of their admission. For more information on test dates and locations of test centers, write: GMAT, Educational Testing Service, CN6103, Princeton, NJ 08541.

### **Initial Enrollment**

An accepted student must enroll within one year from the date of acceptance. Accepted students not enrolling within this time frame will be required to re-submit application materials and be readmitted. The readmission would require the student to satisfy any new program/degree requirements since the original acceptance date.

### **Leave of Absence**

Students are not required to be enrolled in every term. However, the files of students who do not enroll for four consecutive terms are inactivated, requiring students to submit a Request to Reactivate form in order to resume studies. Please be advised that the eight year time limit for completing degree requirements remains in effect even if a student is not currently enrolled.

## **FINANCIAL INFORMATION**

### **Full-Time Day Program**

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

Tuition (18 mos.).....	\$ 13,436
Graduation fee.....	\$ 70
Other fees (approximately).....	\$ 295
Housing on campus (6 mos.).....	\$ 2,748*
On Campus Meal Plan (6 mos.).....	\$ 670*
On Campus Meal Plan (6 mos.).....	\$ 1,386
Books and Supplies.....	\$800-1,000

\*Charges are based on townhouse accommodations

The full-time tuition and fees entitle the student to complete sixteen courses over eighteen consecutive months from the date of initial enrollment. An additional charge at the part-time tuition rate is assessed for each course over sixteen or beyond eighteen months. When a student transfers credits from another institution, the transferred courses are not counted in the total of sixteen, nor is the tuition amount reduced.

**Note:** International applicants are required to provide documentation of their ability to meet the costs of the program. These costs are indicated on the I-20 form. The costs may appear to be somewhat higher than the total of tuition and room and board because they also include general living expenses such as medical insurance, textbooks, pocket money, etc.

### Deposits

**Tuition deposits**— Following acceptance, students are required to make a non-refundable tuition deposit of \$100 for domestic students and \$250 for international students.

**Housing deposit**— A non-refundable \$100 housing deposit is also required for students who wish to reside on campus. A \$100 damage deposit is also required.

### Billing

Full-time students are expected to pay all bills at the time of registration. One half of the total tuition is due and payable at the start of a student's first term. The second half is due and payable at the start of a student's third term. Exceptions require the prior approval of the Business Office.

### Withdrawal (Full-Time Day Program)

An accepted full-time student not yet enrolled in the graduate school may withdraw from the program 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. Deposits are non-refundable. Enrolled day students who withdraw from the program will be entitled to a refund of the tuition on the following basis:

- Withdrawal prior to the first scheduled class meeting: 100% refunded (minus deposits).
- 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: no refund.

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

### Part-time Evening Program

Students enrolled in the evening program may expect to pay:

Tuition.....	\$750 per course
Graduation Fee.....	\$ 70
Parking Fee.....	\$ 20 per year

Books and supplies are separate expenses.

Part-time students may register for either one or two graduate courses each term. Any student who wishes to take three or four courses a term must request the permission of the Dean. If approved, tuition is charged at the full-time per course rate.

### Deferred Payment Plan

Students receiving educational benefits through their employers, the Veterans Administration, or other sources may use a deferred payment plan for tuition costs. A carrying cost of 1 1/2% per month is assessed on any unpaid balance. The student is responsible for paying any amount owed including interest. Students not receiving educational benefits through employers may also use a deferred payment plan by initially paying at least one-third and deferring the balance. The 11/2% per month carrying cost is charged on the unpaid balance.

### Withdrawal (Part-Time Evening Program)

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 if the class has met. However, it is not necessary to obtain the instructor's signature if one is withdrawing prior to the first class meeting. In addition, withdrawals prior to the start of the term do not appear as part of a student's permanent transcript. 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.

### Financial Aid

Students enrolled or accepted for enrollment in either full-time or part-time 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 Perkins Loan Program (PLP), Federal Work-Study Program (FWS), Stafford Student Loan Program (SSL), and the Auxiliary Loan Program (ALPS).

Application procedures include submission of the Free Application for Federal Student Aid (FAFSA). Full-time day students must also complete the College Scholarship Service Financial Aid Form (FAF).

To obtain the application forms and additional information, students may contact either the Graduate School of Business or the New Hampshire College director of financial aid.

For information on graduate assistantships, full-time day students may contact the dean of the Graduate School of Business.

### 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 North Campus, offers intensive instruction to students needing more proficiency in speaking and writing English. Students who require instruction in English should be advised that their tenure at NHC could be extended by several terms and that additional tuition is charged for the ESL (English as a Second Language) and GLS (Graduate Language Study) programs.





Students who have not submitted a TOEFL score or students whose TOEFL is below 550 must have their English skills assessed upon arriving on campus. Based on the results of the assessment tests, students who need additional English language study may fall into one of three categories:

1. Assignment to the Graduate Language Study (GLS) Class will occur for students who need additional work in English but whose skills are strong enough to accommodate some graduate study. Students in this group may take one or two graduate courses or prerequisites concurrently. Students with TOEFLs between 500 and 550 generally fall in this category.
2. Students who need full-time English study will be assigned to an ESL (English as a Second Language) Class for one or more terms until their skills are sufficient for graduate study.
3. International students requiring additional language support beyond the Intensive Program or Graduate Language Studies may request or be referred to GLS02, an ESL tutorial service.

#### **Fees for English Programs**

1. The GLS fee for 1994-95 is \$956 for eleven weeks. The class meets Tuesday, Wednesday, and Thursday mornings starting the first week of the Graduate School of Business term.
2. There is no fee for GLS02; however, the service is provided by appointment only.
3. The tuition for the intensive ESL program for 1994-95 is \$2,850 for a 15 week term or \$190 per week for students not requiring the full semester.

#### **Employment of International Students**

Both F-1 and J-1 students are eligible to work on-campus up to 20 hours per week while school is in session and full-time during breaks and an annual vacation period. J-1 students must have their sponsor's approval for such employment. Opportunities for on-campus employment are often limited and newer students particularly may have difficulty finding such work.

Off-campus employment for F-1 students is possible for economic necessity, under a program to assist employers when workers are scarce, or as practical training. In all cases, an F-1 student must have completed an academic year before applying for employment authorization.

Off-campus employment may be authorized by the Immigration and Naturalization Service (INS) if a student can demonstrate an unforeseen change in financial circumstances. The application must be endorsed at the Center for International Exchange (CIE). Employers who have posted a job notice with the Department Of Employment Security and at the place of employment for 60 days without filling it may seek to hire F-1 students. This requires an attestation to the Department of Labor and authorization from CIE.

Practical training for F-1 students is a twelve month opportunity to work in an area related to the student's field of study. It may be taken part-time while school is in session, full-time during annual vacation periods or after completion of studies. Most students find it best to use the twelve months after completion of a program of study. Authorization must be received from INS before employment

begins. For practical training after completion of studies, the application to INS must be received between 120 days before classes end and 60 days after. Endorsement of the application at CIE is required.

J-1 students may work off-campus if they can demonstrate to their program sponsor that work is necessary "because of serious, urgent and unforeseen economic circumstances" which have come about since becoming a J-1 student (22 CFR 514.23 (g)). Practical training for a total

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**DR. PAUL SCHNEIDERMAN,  
Professor of Economics  
and Finance**









of eighteen months may be authorized before or after completion of studies provided that the specific employment is recommended by the dean or the academic advisor. Details are available from CIE or the program sponsor. CIE is responsible for J-1 students here under a visa certification issued by New Hampshire College.

### Veteran's Benefits

The college is approved for the education of veterans and other eligible persons. Students who intend to apply for Veteran's Assistance must submit transcripts which reflect all previous undergraduate and graduate coursework. An evaluation of all previous credits is necessary in order to be eligible for VA assistance.

### Veteran's Benefits (G.I. Bill)

1. New veterans should submit (a) an Application for Admission; (b) a registration form for the next term; (c) official college transcripts; (d) copy of DD-214 and any service school data; and (e) the necessary VA paperwork (available at the center office).
2. Veterans enrolling under the G.I. Bill for the first time may experience a delay of up to two months before they receive their first check. If no check has been received by the seventh week of a term, contact the center director.
3. If veteran students are transferring directly from another school where they had been using VA benefits, they should ensure that the other school promptly notifies the VA of the veteran's effective date of termination.
4. Students must notify the center director of any past college credits that are transferrable to New Hampshire College. If, after two terms, the veteran does not supply the required official college transcripts of past studies, he will be certified only for cost of courses.
5. Two courses per 12 week term is a full-time academic load and qualifies the veteran student for full-time benefits.
6. New veteran students should matriculate immediately and select their degree programs. Because of VA regulations pertaining to certifications, a non-matriculated student will not be certified for educational benefits after two terms of attendance.
7. Veteran students who take courses that are not applicable to or not required for the chosen degree will not be certified to the VA for those courses. To maintain a full-time status, the only time one can take a course outside of degree requirements is in the last term before graduation.
8. The VA requires strict compliance with a number of other regulations: maintenance of satisfactory academic progress, notification of any changes in status such as withdrawal from a course. It is the veteran's responsibility to be aware of all VA regulations that affect his/her educational program.

## 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.

### Grades

Students are graded upon their performance according to the traditional system of A (4.00), A- (3.66), B+ (3.33), B (3.00), B- (2.66), C+ (2.33), C (2.00), and F (0). No credit is granted for a grade of F. Other grades include:

Incomplete.....	I
Incomplete/Failure.....	I/F
Satisfactory.....	S
Unsatisfactory.....	U
Credit.....	CR
Audit.....	AU
Withdraw.....	W
Transfer Credit.....	T

A faculty member may assign a grade of "I" when course assignments have not been completed and specific arrangements have been made ahead of time. These arrangements must include the time frame for submitting the deficient work. The time frame may not exceed the end of the following term in which the "I" grade was assigned without the written permission of the dean. A grade of "I/F" is substituted for any "I" grade eight weeks after the start of the following term if the deficient work has not been completed satisfactorily. The "I/F" grade is calculated into the cumulative grade point average until a grade change is submitted.

Grades recorded for all courses completed prior to the awarding of a graduate degree are used to calculate a student's cumulative grade point average, except in the case of the first grade earned for a course that was repeated. In addition, the policy limiting the number of C+ or lower grades that may be earned in one's program applies to all courses completed prior to the awarding of a degree.

### Grade Change Policy

Once submitted to the registrar's office, grades are considered final and may not be changed. The only exceptions to this policy are if, upon review, the faculty member who submitted the grade determines a calculation/numerical error was made in assigning the original grade; or, a grade is being assigned in place of an incomplete grade. Written notification to the dean is required in either circumstance.

### Scholastic Standing

The admission and scholastic standing committee of the Graduate School of Business meets each term to review student transcripts in order to determine scholastic standing. Scholastic problems are classified as follows:

1. **Scholastic Concern (SC)**– A student who, for the first time, earns an accumulative GPA of less than 3.0.
2. **Scholastic Warning (SW)**– A student earning an accumulative GPA of less than 3.0 for two consecutive terms.
3. **Continued Scholastic Warning (CSW)**– A student earning an accumulative GPA of less than 3.0 for three or more consecutive terms.
4. **Scholastic Warning – 2 C's (SW/2C's)**– A student earning two grades of C with an accumulative GPA of less than 3.0.
5. **Academic Probation (AP)**– A student who has been placed on academic probation with specific probationary requirements.
6. **Scholastic Warning – Special (SW/SP)**
  - a) A student receiving a grade of I/F or F
  - b) A student whose program may be considered in serious academic difficulty.

7. **Academic Dismissal**— A student dismissed from the Graduate School of Business. Special letters are sent to students who are placed on academic probation or who are academically dismissed. These letters are sent by certified mail.

### **Academic Honesty Policy**

New Hampshire College and the Graduate School of Business expects all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not acceptable and will not be condoned by the college or Graduate School of Business. Students found to be involved in such activities are subject to serious disciplinary action up to and including expulsion.

**Plagiarism**— is defined as the use, whether by paraphrase or direct quotation of the work, published or unpublished, of another person without full and clear acknowledgement.

**Cheating**— would include the giving or receiving of unauthorized assistance on quizzes, examinations, and written assignments, including computer generated assignments, from any source not approved by the instructor.

### **Courses Repeated**

Graduate students may be permitted to repeat courses by petition to and with approval of the dean. The first grade assigned remains on the student's record but is not used when calculating grade point average. The grade assigned for the course as repeated is also recorded and is used in computing the student's achieved grade point average.

### **Confidentiality of Records**

Access to students' records is restricted by federal law and college policy. Grades are provided only in written reports mailed to students following the completion of each course.

### **Class Attendance**

It is the responsibility of each student to attend all of the scheduled class meetings in a given course. Faculty members may withdraw a student because of absence from class. In those circumstances when students cannot attend a scheduled class, they must understand that the faculty member is not obligated to excuse the absence, and such absence(s) may result in being withdrawn from the course.

### **Withdrawal from Courses**

Until the fourth scheduled class meeting, a student may withdraw from a course by completing a withdrawal form at the North Campus or any center location. The faculty member's signature is not required.

After the fourth class meeting, a student wishing to withdraw from a course must meet with the instructor in person to discuss the withdrawal and complete the withdrawal form. The faculty member's signature is required.

No course withdrawals are permitted after the tenth class meeting except under extreme circumstances and only with the instructor's recommendation and the approval of the dean.

Non-attendance at class meetings is not construed as a withdrawal. An instructor may withdraw any student from a course on the grounds of excessive absence, and/or if, in the opinion of the instructor, the student will be unable to complete the course requirements satisfactorily. See page 15 for refund policy on withdrawal from courses. Full-time day students must meet with the academic coordinator to approve withdrawals, and each withdrawal counts as one of the sixteen courses covered by full-time tuition.

### **Transfer Credit**

Graduate credit earned at another accredited institution during the last five years may be accepted in satisfaction of New Hampshire College courses. A maximum of six semester hours may be transferred into any of the degree programs. Credits are transferable; grades are not. Grades earned at other institutions do not appear on the student's NHC transcript, nor are they calculated in the overall GPA.

*The criteria for accepting a course in transfer are as follows:*

1. The student must have received B or above in the course.
2. The course must have been taken within the past five years.
3. The student must provide an official transcript.
4. The course must have been taken at an accredited institution for graduate credit.
5. The course must be appropriate to the program being pursued.
6. The dean of the GSB gives final approval on transfer credits.

## **FACILITIES AND SERVICES**

### **Introduction**

Since graduate students have specific needs to accommodate their pursuit of advanced studies, New Hampshire College Graduate School of Business offers a variety of facilities and services to assist students in both curricular and extra-curricular activities. From academic support to counseling and placement, the graduate school seeks to assist its students in their personal and professional growth.

### **Graduate Student Association**

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

The GSA academic committee was formed to provide a forum in which students can express their needs and concerns about the academic environment. A wide choice of additional curricular and cultural student programs is coordinated by the director of student activities, located at the South Campus.

### **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 75,000 volumes, 5,459 reels of periodicals and newspapers on microfilm. The library receives over 846 magazines and journals and subscribes to various business and financial services. It also serves as a depository for federal documents, particularly those issued by the Department of Commerce, Labor, and Treasury Department, and as a New Hampshire State depository.

The collection itself contains much material available in few other academic libraries in New Hampshire. The microfiche collection, for example, includes over 200,000 items including annual reports of 6,000 companies listed on the New York and American Stock Exchanges. The library also has an extensive collection of CD-Rom databases of domestic and international journals and newspaper citations, OTC and international company reports, statistics, international trade, educational documents and accounting services.





A separate wing of the library houses a 120-seat studio theatre and an audio-visual section consisting of recordings, video tapes, cassettes, films, listening carrels, and a wide range of portable A/V equipment.

### **The Center for International Exchange (CIE) Belknap House – South Campus**

The Center for International Exchange (CIE) provides advice and assistance to over 500 graduate and undergraduate foreign students and promotes cross-cultural awareness and exchange. The office also assists students and staff with plans to study, work or travel abroad.

The center is open Monday through Friday from 8:00 am to 4:30 pm. There is a comfortable lounge and waiting area with magazines, world-wide TV news programs and pleasant company and conversation.

The staff assists students with paperwork required by the government for benefits such as practical training or required by their own central banks and governments. CIE advises students on U.S. law and regulations affecting their stay in the country and assists with information on social security, income tax and other areas. The staff works with students to assure that they take full advantage of college services and of the opportunities for enhancing their education.

CIE serves the social and cultural needs of a diverse population. The center is the focal point for intercultural events such as the International Night and an International Film Festival. CIE staff also advise the Organization of International Students which sponsors major events during the year.

Specific assistance is provided for practical training (both before and after program completion), program extension, changes of visa status, transfer of schools, on or off-campus employment, enrollment certification and travel requirements. CIE also provides international student ID cards, orientation programs and advising.

### **Computing Resources**

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 and its satellite centers.

At the North Campus, a cluster of remote terminals in Alumni Hall connects the school on-line with the South Campus computer center. In addition, Digital Vax computers are located at the North and South Campus Computer Centers and at the Salem Center.

The center is administered and operated by professional staff members who are assisted by student consultants involved in a variety of projects. Microcomputers and productivity software are available in Alumni Hall for student use in graduate work and research.

New Hampshire College's computer center supports a variety of business programming languages including BASIC, C, COBOL, FORTRAN and PASCAL. Statistical and analytical packages such as SPSS and SAS, and simulation and modeling software, including GPSS are also accessible,

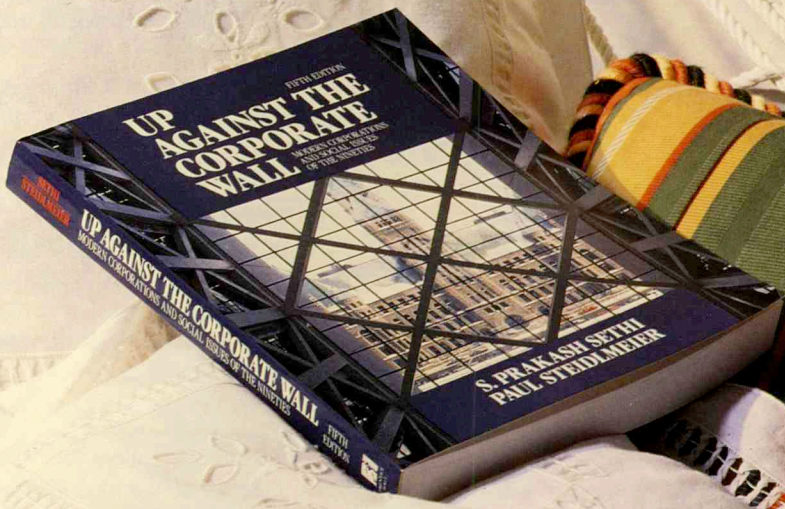
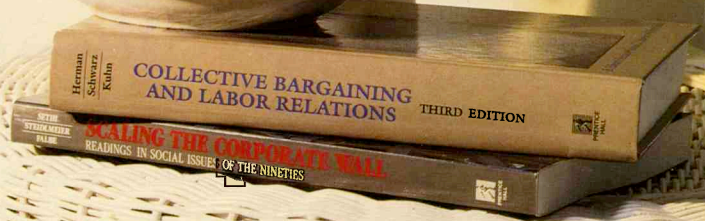
along with specialized programs in marketing, production, accounting, artificial intelligence/expert systems and other disciplines. PROLOG and SQL/DS are used in certain courses and personal computer software used in courses includes WordPerfect, dBASE, GURU, LEVEL5OBJECT, and Lotus 1-2-3.

**THERE ARE A VARIETY OF  
FACILITIES, SERVICES AND  
CURRICULAR AND EXTRA-  
CURRICULAR ACTIVITIES  
AVAILABLE TO STUDENTS  
TO ENHANCE THEIR PURSUIT  
OF GRADUATE STUDIES.**

**DR. SUSAN SCHRAGLE-LAW,  
Associate Professor of  
Organizational Behavior**









## Dining

Meals are available for all students at the cafeteria or other food service facilities on both campuses. A system of debit meal cards is used for such purchases. Students residing on campus are required to purchase a minimum dollar amount of meal cards. These cards may be used to pay for meals of guests of students. They cannot be redeemed at year-end if unused. Students residing off-campus may purchase debit meal cards in denominations suitable to their needs.

## Housing

Most graduate students live in privately owned housing. A current list of openings in rooms, apartments, and single dwellings for unmarried and married students is maintained by the Office of Residence Life.

Dormitory housing is available for unaccompanied graduate day students. (The college has no provision for housing of married students or families). At the South Campus, graduate housing consists of four person townhouse apartments with double rooms furnished with a desk, chair, bed and dresser for each student.

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. Telephone number (603) 645-9758.

## Wellness Center

### *Counseling, Health and Educational Services:*

Wellness is taking responsibility for one's own health including intellectual pursuits, physical health, occupational goals, social decisions, emotional well-being and spiritual development. Wellness involves the whole person and is a positive state of being where people are in control of their lives.

### *Counseling Services:*

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

Some examples of such difficulties might be problems in interpersonal relationships, depression, loneliness, sexual concerns, poor grades, substance abuse, or conflicts with one's family. Personal concerns of any type may be discussed frankly and privately with a professional counselor. Counseling sessions are confidential. One may arrange to see a counselor by contacting the counseling office in Chocorua Hall.

### *Health Center:*

The Health Center coordinates health education and services. All students are strongly advised to submit health records prior to admission. The college physician holds a clinic on Monday evenings as needed. (by appointment)

Located in Chocorua Hall on the South Campus, the Health Center is equipped to handle most common health concerns. Any problem the nurses cannot handle is referred to the physician or another appropriate practitioner. The Health Center is not only concerned with illness, but is involved with wellness and preventative medicine.

Unexpected medical expenses can cause financial hardships; therefore, the college urges students to participate in the **accident and illness insurance** program. Students playing intercollegiate athletics are required to subscribe. There is also a plan for foreign students who must all enroll or have equivalent individual coverage.

All **claims under college medical insurance** are processed through the Health Center. Charges for services are usually sent directly to students who must bring them to the Health Center for processing. Claim forms should be obtained without delay.

All full-time day students are required to have a health history and physical examination on file in the Health Center if they wish to use the services available. Foreign students may not complete registration without the health history, physical examination and a chest X-ray.

### *Educational Services:*

Stress, substance abuse, poor eating and sleep habits are among the many problems that contribute to illness or limit a person's ability to achieve a level of optimal health. During the college experience— a time of many transitions and decisions—these problems are often enhanced.

Through grant and institutional funding, the Wellness Center is pleased to expand the prevention services available to students. A variety of activities are designed to assist students in making decisions about tough life issues and reaching their full potential as a person. Educational programs and activities are offered throughout the school year and wellness center staff are always available for one-on-one consultation.

## Sports Complex

Graduate students have the full use of New Hampshire College athletic facilities located on the South Campus.

The college has two gymnasiums. One has a wooden floor with a seating capacity of 2,500; the other has a synthetic surface with a seating capacity of 1,000 and a stage to accommodate a variety of activities.

Also available for student recreation are a 25-meter six-lane competition swimming pool with a 200-seat viewing gallery, two racquetball courts, a weight room equipped with a Nautilus system, a mirror exercise/dance room, a training room, several locker rooms, team rooms, and meeting rooms.

Outdoor athletic facilities include a 100' x 85' refrigerated ice hockey rink, four lighted tennis courts, two baseball diamonds, a softball diamond, a varsity game field and several practice fields. In addition, cross-country ski trails are cut throughout the two campuses.

### *Satellite Locations*

Classroom, computing, and administrative facilities are located in each of the graduate school's off campus locations in Concord, Laconia, Nashua, Portsmouth and Salem, New Hampshire; Brunswick NAS, Maine; and Roosevelt Roads NAS, Puerto Rico.

## **CAREER SERVICES**

The Career Development Center (CDC), located on the South Campus in Frost Hall, is a total career community. Students at the Graduate School of Business represent a unique set of problems because they are often changing careers or seeking upward mobility in their present situations. CDC helps solve these problems with the following services:

### **Career Library**

The "Career Library" helps students find materials on career fields and employment opportunities, and contains "how to" books and directories. Help-wanted sections of major newspapers are available regularly, along with trade magazines and popular professional periodicals.

### **Workshops**

Throughout the year, the CDC staff, guests from business and industry, and faculty conduct workshops and meetings for students in all programs and majors. These are designed to help identify interests, values, and skills and to instruct in job search methods, resume writing, interviewing and networking techniques.

### **Employer Bank**

Listings of employers by discipline and geographic location are being made available through a computerized employer bank. Listing of alumni by geographic location and place of employment are available as well.

### **Individual Advising**

Staff members are available to talk about career issues, employment opportunities, personal objectives and resume and interviewing preparation. Mock interviewing is done by request and can be videotaped.

### **Testing**

The CDC offers the Harrington-O'Shea Career Decision Making System, a vocational instrument used for self-assessment and career decision making. In addition, SIGI-PLUS (System of Interactive Guidance and Information), a computerized, self-paced career planning program, is available for use in the CDC.

### **Recruiting**

On-campus recruiting for permanent placement is scheduled and arranged through CDC. From October to April, companies interview graduate as well as undergraduate candidates. A credential file must be established in the CDC before an interview takes place for any position.

### **International Placement**

International students seeking practical training in the United States or home country placement can find information and help at CDC.

### **Job Fairs**

The Career Development Center participates in a number of "Job Fairs" attended by recruiters from a wide spectrum of industries, government agencies, and non-profit institutions.

## **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 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.



**THE GRADUATE SCHOOL OF  
BUSINESS OFFERS STUDENTS  
A VARIETY OF COURSES AND  
DEGREE PROGRAMS TO MEET  
THEIR EDUCATIONAL AND  
PROFESSIONAL OBJECTIVES.**

**DR. GERALD E. KARUSH,  
Professor of Computer  
Information Systems**





## 1994 - 1995 COURSES

### ACC500

#### **Managerial Accounting** (3 credits)

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.

### ACC510

#### **Managerial, Budgeting and Cost Accounting I** (3 credits)

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. Background preparation: six credit hours in accounting, or equivalent.

### ACC600

#### **Managerial, Budgeting and Cost Accounting II** (3 credits)

A continuation of ACC510. Prerequisite: ACC500 Managerial Accounting and permission of the instructor or ACC510 Managerial, Budgeting and Cost Accounting I.

### ACC610

#### **Financial Reporting I** (3 credits)

An examination of the theory and practices of financial accounting with emphasis on asset and liability, measurement and reporting. Prerequisite: ACC500 Managerial Accounting and permission of the instructor or ACC510 Managerial, Budgeting and Cost Accounting I.

### ACC620

#### **Financial Reporting II** (3 credits)

A continuation of ACC610. Topics include stockholders' equity, income measurement, income taxes, pensions, leases and statement of changes in financial position. Prerequisite: ACC610 Financial Reporting I.

THE MS IN ACCOUNTING  
PROVIDES CONCENTRATED  
STUDIES AS PREPARATION  
FOR QUALIFICATION AS A  
CPA WITH A BROADER BASED  
STUDY OF MANAGEMENT  
RELATED TO THE APPLICATION  
OF ACCOUNTING THEORY.

PROF. PATRICIA E. KHANI,  
Professor of Accounting



### ACC630

#### **Financial Reporting III** (3 credits)

An examination of advanced accounting topics such as partnerships, consolidations, insolvencies, estates and trusts. Prerequisite: ACC620 Financial Reporting II.

### ACC640

#### **Auditing** (3 credits)

A study of the concepts and methods of professional audit practice. Prerequisite: ACC620 Financial Reporting II.

### ACC645

#### **Advanced Auditing** (3 credits)

Continues the study of the concepts and methods of professional audit practice. Emphasis is placed on statistical sampling, computer assisted auditing,

AICPA auditing standards and professional ethics. Computerized case studies provide realistic exposure to the work and responsibilities of auditors. Prerequisite: ACC 640 Auditing, or completion of an undergraduate auditing course with a B or better, or permission of the instructor/area coordinator.

### ACC650

#### **Governmental and Not-for-Profit Accounting** (3 credits)

An examination of fund accounting concepts utilized by governmental units as well as other segments of the not-for-profit environment, such as hospitals and universities. The course deals with





INTERMEDIATE ACCOUNTING  
CHASTYEN PLAMBERTY O'CONNOR FOURTH EDITION  
LARSEN MOSICH  
MODERN ADVANCED ACCOUNTING  
FOURTH EDITION



issues in financial reporting, management accounting and budgetary controls pertinent to health care and other public sector organizations. Prerequisite: ACC 500 Managerial Accounting or ACC 510 Managerial, Budgeting and Cost Accounting I.

#### **ACC660**

##### **Controllership (3 credits)**

This comprehensive course is designed to help a financial manager master the technical, financial, accounting and people management skills necessary for the job of a corporate controller. Prerequisite: ACC 600 Managerial, Budgeting and Cost Accounting II, or equivalent and ACC 620 Financial Reporting II, or equivalent, or permission of the instructor/area coordinator.

#### **ACC670**

##### **Accounting Information Systems (3 credits)**

Focuses on computer-based financial information systems and their integration into the total information system of an organization. Examines accounting systems in terms of inputs/outputs from the viewpoint of users, controllers, auditors and designers. Topics include computer hardware and software, systems analysis and design, database management systems, internal control and specific accounting/auditing computer applications. Background preparation: three credit hours in data processing or equivalent. NOTE: ACC670 can be used as a CIS elective.

#### **ACC680**

##### **International Accounting (3 credits)**

Focuses on accounting in the global marketplace. Reviews international accounting standards for financial reporting. Introduces and compares taxation and financial and managerial accounting issues in the international environment. Prerequisite: ACC500 Managerial Accounting, or six hours of undergraduate cost accounting, or permission of the instructor/area coordinator. NOTE: ACC680 can be used as an international business elective.

#### **ACC700**

##### **Seminar in Accounting Topics (3 credits)**

This is the capstone course for the M.S. in accounting program. It surveys topics and controversies in accounting literature to provide students with an appreciation for the development and current status of generally accepted accounting principles. The course requires a research project and presentation on issues related to the practical application of accounting principles. Prerequisite: ACC630 Financial Reporting III or ACC 640 Auditing.

#### **CIS500**

##### **Computer Information Systems (3 credits)**

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.

#### **CIS510**

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

This course focuses on the principles and practices underlying the analysis, design, implementation and management of computer-based information systems. Topics include: information system life-cycle, systems planning, requirements analysis, interface, data and process design, systems implementation, and software engineering. Background preparation: three credit hours in data processing, or equivalent.

#### **CIS600**

##### **Computer Architecture and Software Systems (3 credits)**

An introduction to modern computer digital logic, machine architecture and software systems. It includes operating systems software principles and applications as well as the interrelationships between hardware and machine assembly language software. Various components of mainframe and microcomputers are examined along with business applications/configurations. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

#### **CIS610**

##### **Information Analysis and Systems Development (3 credits)**

Focuses on the tools and techniques of systems analysis which underlie the development of information systems. Using the life cycle as a point of departure, students examine approaches for capturing and modeling information gathered during analysis and for managing and controlling project development. Students will get a working understanding of methods for analyzing information needs and specifying application system requirements. They will also be exposed to issues of group dynamics and individual behavior which affect the processes studied. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

#### **CIS620**

##### **Systems Design (3 credits)**

Designed to integrate the areas of computer technology, systems analysis, and systems design in designing large scale computer-based application-oriented information systems. The course provides the knowledge and skills necessary to develop a logical design and implement an operational system from that design. Attention will focus on program design, file design, systems testing, and implementation and evaluation. Prerequisite: three credit hours in COBOL; CIS600 Computer Architecture and Software Systems (may be taken concurrently), CIS610 Information Analysis and Systems Development, and CIS650 Data Base Design.

#### **CIS630**

##### **Computer Simulation and Modeling (3 credits)**

Theory and practice of discrete system simulation. Simulation/modeling techniques and methodologies illustrated by business and industrial application: computer and network modeling, inventory simulation, financial planning, queuing systems. Queuing theory applications as well as programming applications using GPSS/H. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS, MBA510 Quantitative Analysis for Decision-Making, and CIS610 Information Analysis and Systems Development.

#### **CIS640**

##### **Data Communications and Networking (3 credits)**

Examination of the elements of communications networks including common carrier offerings, terminal types, multiplexing and concentrator offerings, vendor protocols, and system design considerations. Prerequisites: CIS500 Computer Information Systems or CIS510 Advanced CIS, CIS610 Information Analysis and Systems Development, and CIS630 Computer Simulation and Modeling.

**CIS645****Local Area Network Design, Implementation and Management (3 credits)**

This course focuses on the theory and development of computer applications using local area network technology. Students will be introduced to different LAN technologies, communication architectures, LAN standard and configurations, LAN software, LAN security and LAN management using selected Network Operating System Environments. Prerequisites: CIS640 Data Communications and Networking and CIS650 Data Base Design.

**CIS650****Data Base Design (3 credits)**

Design, development and implementation of Data Base Management Systems (DBMS). Course emphasizes relational DBMS architecture using SQL. Students will design and implement projects on multiple platforms. Object oriented database design is introduced. Background preparation: three credit hours in COBOL/Files. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

**CIS655****Database Application Development with C Programming (3 credits)**

This course focuses on how to develop advanced multi-user database applications using C and SQL. The course emphasizes hands-on project work using VAX SQL and VAX C. Students will learn to develop host language programs, handle run-time errors and optimize database processing by manipulating system parameters. Prerequisites: CIS600 Computer Architecture and Software Systems and CIS650 Data Base Design.

**CIS660****Artificial Intelligence (3 credits)**

Concepts, techniques, applications and implications of artificial intelligence theory and technology. Topics include: knowledge representation, heuristic search in problem solving and game playing, automatic deduction and expert systems. Business, industrial and governmental applications are studied. Programming application using Prolog. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

**CIS670****Topics in CIS (3 credits)**

An advanced topic of current interest in computer-based information systems will be covered in depth. Students will have the opportunity to complete a paper or project. Prerequisite: CIS620 Systems Design.

**CIS680****EDP Auditing (3 credits)**

A study of the process, tools, and techniques used in auditing computer-based information systems and in evaluating their internal controls. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

**CIS690****Building Knowledge-based Expert Systems (3 credits)**

Theoretical and practical aspects of the design, construction, implementation and evaluation of expert systems. Expert systems in business and industry are built using state-of-the-art expert system shells such as VPEXpert. Knowledge engineering and knowledge acquisition are studied. Intelligent interfaces to spreadsheets and databases are implemented. Prerequisite: CIS660 Artificial Intelligence.

**CIS700****Projects in Computer Information Systems (3 credits)**

This is the capstone course in the MS/CIS program. It includes a comparative study of various systems analysis, design and development methodologies. A comprehensive project is required using a state-of-the-art data base language such as SQL. Current and emerging hardware and software developments in the field are examined. Prerequisite: CIS620 Systems Design, and CIS630 Computer Simulation and Modeling or CIS640 Data Communications and Networking.

**CIS750****Projects in Artificial Intelligence/Expert Systems (3 credits)**

This is the capstone course in the AI/ES Graduate Certificate program. Using state-of-the-art expert system shells and/or artificial intelligence programming languages, students conduct a major project taking a knowledge-based problem from conceptualization to design, to knowledge engineering, to software development and implementation. Latest developments in the field are also examined. Prerequisite: CIS690 Building Knowledge-based Expert Systems.

**ECO500****Managerial Economics (3 credits)**

Managerial economics is the application of economic theory and the tools of decision science to examine how an organization can achieve its aims or objectives most efficiently in the face of constraints. Background preparation: six credit hours in mathematics, three credit hours in micro economics, macro economics and statistics, or equivalent. Prerequisite: MBA510 Quantitative Analysis for Decision-Making.

**ECO600****Public Finance (3 credits)**

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: FIN500 Financial Management.

**ECO610****Fiscal and Monetary Policies and Practices (3 credits)**

Examines the performance of the national economy and its impact on the firm. Students will analyze the formulation and impact of monetary and fiscal policies and their relationship to the money and capital markets. Background preparation; six credit hours in economics.

**FIN500****Financial Management (3 credits)**

A study of financial decision-making in the setting of the firm, including its relationships with financial markets and institutions. Background preparation: six credit hours in economics. Prerequisite: ACC500 Managerial Accounting.

**FIN610****Short-Term Financial Management (3 credits)**

The course covers traditional working capital topics including liquidity analysis and management, inventory, receivables, and payables management. Additional emphasis is given to core cash management, payment systems and banking relationships. Further topics include cash forecasting, short-term borrowing and risk management. Prerequisite: FIN500 Financial Management.



**FIN620****Money and Capital Markets (3 credits)**

This course analyzes the processes within the U.S. financial system. Students study the nature of its major participants, their objectives and procedures for assessing opportunities and for pricing risk. Students also analyze the role of the financial system in the allocation of credit to the different sectors, its responsiveness to economic activity and its continuous adaptation to changing needs. Emphasis is placed on the role and functions of the federal reserve system. Prerequisite: FIN500 Financial Management.

**FIN630****Capital Budgeting and Financing (3 credits)**

This course first addresses advanced topics in capital investment, including determination of cash flows, capital budgeting under risk, replacement decisions, and inflation and capital decisions. The second half of the course considers capital financing and structure and includes topics in financial leverage, sources of financing, dividend policy, cost of capital, and valuation. Prerequisite: FIN500 Financial Management.

**FIN640****Investment Analysis and Portfolio Management (3 credits)**

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. Prerequisites: FIN500 Financial Management, and MBA510 Quantitative Analysis for Decision-making.

**FIN660****Mergers, Restructuring and Corporate Control (3 credits)**

The course expands the traditional subject matter of mergers and acquisitions to include takeovers and related issues of corporate restructuring, corporate control, and changes in the ownership structure of firms. The course will examine both the theoretical and applied aspects related to restructuring activity at the global level. Prerequisite: FIN500 Financial Management.

**HRM500****Human Behavior in Organizations (3 credits)**

A study of individuals and groups and their interaction. An examination of theories of motivation, communication, leadership, power, and change with practical relation to contemporary issues, and of organizations for key design variables, reward systems aimed at improved performance and organizational efficiency through current employee motivational programs, participative management, and cooperative decision-making.

**HRM510****History and Functions of the U.S. Health System (3 credits)**

This course is an introduction to the U.S. Health Care System. The content includes both a historical and a functional approach to enable students who have no previous experience in health occupations to learn more about the U.S. system of delivering health services – how it developed, how it works, health care finance, and what its problems are.

**HRM600****Human Resource Management (3 credits)**

This course emphasizes the strategic role of the human resource manager in performing the functions of recruitment, hiring, training, career development, and other contemporary processes within the organizational setting. It serves as an introduction to the areas of compensation, collective bargaining, affirmative action, and other regulatory procedures and requirements as they relate to today's applications in organizations. Prerequisite: HRM500 Human Behavior in Organizations.

**HRM610****Labor Relations and Arbitration (3 credits)**

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: HRM500 Human Behavior in Organizations required, and HRM600 Human Resource Management recommended.

**HRM620****Compensation and Benefits Management (3 credits)**

An examination of the compensation and benefits functions within the organizational structure and how they impact the management function. Topics include job analysis, surveys, wage scales, incentives, benefits, HRIS systems and pay delivery administration. The students design a compensation and benefits program as a course outcome. Prerequisites: HRM500 Human Behavior in Organizations required and HRM600 Human Resource Management recommended.

**HRM630****Topics in Health Administration (3 credits)**

This course focuses on developing organizational processes and structures utilizing the Total Quality Management approach to deliver health services which meet the needs of diverse clientele and a complex environment. Included are topical presentations by health care providers concentrating on the structure and delivery of quality health services. Prerequisite: HRM500 Human Behavior in Organizations required and MBA670 Business, Government and the Environment recommended.

**HRM700****Seminar in Health Administration (3 credits)**

The seminar focuses on management skills necessary in the complex environment of health care provider organizations. Introduction to planning strategies needed for balancing organizational and economic factors that impact the delivery of health care services. Analysis of various concepts and principles of strategic planning and the change process. Prerequisite: HRM630 Topics in Health Administration.

**INT600****Multinational Corporate Management (3 credits)**

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.

**INT610****Multinational Corporate Environment (3 credits)**

A survey of economic, social, and political relationships among and within nations, and their impacts upon corporations operating in an international context.

**INT620****Multinational Corporate Finance (3 credits)**

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: FIN500 Financial Management.

**INT640****Multinational Market Strategies (3 credits)**

A study of the particular issues involved in identifying and developing relationships with international markets. Prerequisite: MKT500 Marketing Strategies.

**INT650****International Trade and Competitiveness (3 credits)**

The conceptual and practical aspects of international trade and competitiveness are examined. Theories of international trade, commercial policies and ways to improve international competitiveness are studied. Prerequisites: ECO500 Managerial Economics and ECO610 Fiscal and Monetary Policies and Practices.

**INT660****International Negotiations (3 credits)**

The issues and problems inherent in conducting business across different cultures are examined. Students develop skills and strategies necessary for effective negotiation with people from different cultures and societies.

**INT700****Multinational Business Strategy (3 credits)**

This is a capstone course for the International Business Certificate. The course integrates various aspects of international business and focuses on formulation of international business strategy. Emphasis is on case studies that cut across various functional disciplines. Prerequisite: INT610 Multinational Corporate Environment.

**INT750****Seminar in Multinational Business (3 credits)**

This course focuses on current issues in international business. It provides students with an opportunity to research topics of their interest in international business. Recommended as one of the last courses in the MS in International Business program. Prerequisites: INT600 Multinational Corporate Management and INT610 Multinational Corporate Environment.

**MBA500****Information Sources, Research Methods, and Communication Techniques (3 credits)**

Development of awareness 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.

**MBA510****Quantitative Analysis for Decision-Making (3 credits)**

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.

**MBA600****Production and Operations Management (3 credits)**

Study of the concepts of production and operations, and of a variety of methods and techniques used in their management. Background preparation: six credit hours in economics. Prerequisite: MBA510 Quantitative Analysis for Decision-Making, or by permission of the instructor.

**MBA610****Business Law (3 credits)**

Theory and application of business regulations, and the laws of contracts, agency, property, and business organizations. Background preparation: three credit hours in business law, or equivalent.

**MBA630****Entrepreneurship and Small Business Management (3 credits)**

A study of entrepreneurship and small business from a management standpoint, including analysis of research, marketing, taxes, forms of business, capital and venture capital opportunities, and a real-life project or Small Business Institute consultancy.

**MBA650****Consulting (3 credits)**

An examination of consulting, from defining what a consultant is to analyzing the problems and expenses involved in starting a consulting business. Topics include: promotion, establishment of a client list, computers in support of consulting, and contracts.

**MBA660****Management of Not-for-Profit Organizations (3 credits)**

A study of planning, budgeting, control, and other management activities in the context of the not-for-profit institution.

**MBA670****Business, Government and the Environment (3 credits)**

Investigates the nature of the environment in which business enterprises conduct their operations in order to determine the actual and desirable levels of attentiveness and responsiveness of business managers to the relationship between the enterprise and society.

**MBA680****Franchising (3 credits)**

A study of franchising including research, analyses, evaluation, financing and legal requirements of existing and potential franchises. Also included are methodologies of the franchise agreement, the operating manual, the Uniform Franchise Offering Circular (UFOC) and research and marketing theory and practice. Students will prepare a research paper based on a real or proposed franchise. The course also examines international franchising and trends. Background preparation: three credit hours in marketing and business law, or equivalent.



**MBA690****Topics in Manufacturing and Service Management (3 credits)**

The course is designed to prepare students to function as high-impact manufacturing and/or service managers. The course theme is TQM, focused on such topics as manufacturing systems, quality controls, inventory management with the goal of constant approaches to productivity improvement by in-depth investigation of JIT, OPT and their adaptability to manufacturing and service systems. Prerequisites: ACC600 Managerial, Budgeting and Cost Accounting II, CIS630 Computer Simulation and Modeling and MBA600 Production and Operations Management.

**MBA700****Strategic Management (3 credits)**

An application of learned skills, and a testing, distillation, and integration of insights gained from preceding courses and other sources. Prerequisite: Successful completion of at least ten graduate courses (eight if a full time day student). In addition, all background prerequisites must be satisfied as well as the following courses: MBA500, HRM500, ACC500, FIN500, MBA510 and CIS500.

**MBA710****Internship (3 credits)**

A limited program of internships is available for full-time day students to enhance their educational experience through appropriate, work-oriented activity in selected environments. Internships are administered by the Career Development Center and are supervised by faculty members. Prerequisite: minimum grade point average of 3.0; completion of at least eighteen credits; and permission of a sponsoring full-time faculty member.

**MBA740****Thesis Option (6 credits)**

Students may substitute six hours of thesis credit in lieu of two elective courses in the MBA, or MS/Business Education programs, 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.

**MBA750****Independent Study (3 credits)**

In exceptional circumstances an independent study arrangement may be approved by the dean. The arrangement requires a written request and justification by the student, identification of a supervising faculty member, and the approval of the dean.

**MBE600****Current Literature (3 credits)**

Familiarization with the latest developments in business and business education through an in-depth examination of current books and periodicals.

**MBE610****Improvement of Instruction (3 credits)**

An advanced review and comparison of business education classroom methodologies, including simulations, role-playing, and computer-based techniques.

**MBE620****Curriculum Development (3 credits)**

Design and modification of effective business education curricula. Class members will prepare and evaluate secondary and/or post-secondary curricula.

**MBE630****Administration and Supervision (3 credits)**

Modern administrative theories and practices related to secondary and post-secondary business education programs.

**MBE640****Microcomputers in Business Education (3 credits)**

A study of the use of the microcomputer in secondary and post-secondary business education courses. Students are required to prepare workable programs for business education courses, as well as evaluate existing software. Background preparation: three credit hours in data processing, or equivalent.

**MBE650****Vocational Student Organization and Cooperative Work Experience (3 credits)**

Students investigate and discuss current issues in 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. Class members apply the principles discussed in the course by helping to administer the NH State DECA Career Development Conference.

**MBE660****Mainstreaming in Business Education (3 credits)**

This course provides knowledge and understanding of exceptional children and adolescents in American schools. Discussion of various handicapping conditions and strategies for the teacher to use in dealing with these conditions is the focus of the course. While applications to the business education classroom are the focus of this course, it is a generic course in the field.

**MBE670****Training and Development in Organizations (3 credits)**

This course is a guide to the design, delivery and assessment of training programs in businesses and other organizations. Practical emphasis is placed on the development of training programs and evaluation instruments, as well as on the use of effective instructional methods to deliver these programs.

**MBE700****Student Teaching (6 credits)**

A practical application of the theories learned in the business education program. The student will be assigned to a high school for a period of eight weeks. Active teaching of at least three class periods per day, plus other assigned duties, will begin promptly. Supervision is by the Graduate School of Business and grading is a letter grade. Students must be recommended by a screening committee prior to enrolling in the course.

**MBE710****Seminar for Business Administrators I (3 credits)**

This course focuses on the management skills required for the complex environment of school business administration. Emphasis is upon developing those skills necessary for performance in the role of school business administrator as a prelude to an actual field experience in the second seminar course.

**MBE720****Seminar for Business Administrators II** (3 credits)

This course focuses on the practical application of the skills required to be certified as a school business administrator. The major focus of the course is on a field experience with a practicing school business administrator. Areas of emphasis include budget development, contract bidding, information processing, human resource management and financial reporting. Prerequisite: HRM500 Human Behavior in Organizations, HRM610 Labor Relations and Arbitration, MBA660 Management of Not-for-Profit Organizations and MBE710 Seminar for School Business Administrators I.

**MKT500****Marketing Strategies** (3 credits)

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.

**MKT610****Advertising Management** (3 credits)

Addresses the specific activities involved in managing a campaign including research, media selection, copywriting, layouts and the role of ad agencies. Prerequisite: MKT500 Marketing Strategies.

**MKT620****Consumer Behavior** (3 credits)

Addresses the psychological, as well as sociological, foundations of consumer behavior; how firms research these "roots" and then design strategies on the basis of what they learn. Prerequisite: MKT500 Marketing Strategies.

**MKT630****Market Research** (3 credits)

Addresses identification of the value of research as well as identification of the problem to be resolved. Numerous mathematical analysis techniques will be incorporated into the course as well as research design issues. Prerequisite: MKT500 Marketing Strategies and MBA510 Quantitative Analysis for Decision Making.

**MKT640****Industrial Marketing** (3 credits)

Addresses the very real distinctions from consumer marketing as well as sales force management material. Prerequisite: MKT500 Marketing Strategies.

**MKT650****Retailing** (3 credits)

Addresses the fundamentals of merchandising and promotion from both the perspective of the proprietorship and a chain-store manager. Incorporates the topics of franchising, tele-marketing and research into the course. Prerequisite: MKT500 Marketing Strategies.

**MKT660****Marketing Strategies for Not-for-Profit Organizations** (3 credits)

Applications of marketing concepts and practices to not-for-profit organizations and explorations of sources of financial support and strategies for their development. Prerequisite: MKT500 Marketing Strategies.

**MKT670****Product Management** (3 credits)

Addresses the growing role of product manager within the marketing organization and his/her role in new product development and management. Prerequisite: MKT500 Marketing Strategies.

**TAX650****Federal Taxation of Individuals** (3 credits)

The theory and practice of federal income taxation of individuals.

**TAX655****Federal Taxation of Corporations, Partnerships, Estates and Trusts** (3 credits)

Theory and practice of federal income taxation of corporations, partnerships, estates and trusts. Prerequisite: TAX650 Federal Taxation of Individuals.

**TAX660****Tax Factors in Business Decisions** (3 credits)

Introduction to tax factors relevant to business and personal financial planning decisions. This includes regular and S corporations, partnerships, fiduciaries, tax shelters and tax research. Open only to non-accounting students. Background preparation: six credit hours in accounting, or equivalent.

**TAX665****Estate and Gift Taxation** (3 credits)

Deals with federal taxation of gratuitous transfers during taxpayer's lifetime and property transfers at death. A study will be made of relevant statutes and regulations. Prerequisite: TAX650 Federal Taxation of Individuals.

**TAX670****Tax Research Methodology/Practice and Procedures** (3 credits)

Course will explore methods and techniques of federal tax research. In addition, students will learn the rules and procedures for representing clients before the IRS. Prerequisite: TAX650 Federal Taxation of Individuals.

**TAX700****Special Topics in Taxation** (3 credits)

An in-depth study of special topics in federal taxation. Major current problem areas of taxation will be explored. Prerequisite: TAX 650 Federal Taxation of Individuals, TAX655 Federal Taxation of Corporations, Partnerships, Estates and Trusts, and TAX670 Tax Research Methodology/Practice and Procedures.

**BUSINESS FOUNDATION COURSES**

Business foundation courses, taught in six or twelve week modules, are designed for students who have not satisfied prerequisite requirements through their undergraduate studies. Letter grades are assigned, but no credit is awarded for completing business foundation courses.

**GSB400****Accounting**

Introduction to accounting designed to provide students with a basic understanding of accounting principles. (12 weeks).



**GSB410****Microeconomics**

Introduction to microeconomics is designed to provide students with a basic understanding of microeconomic theory. (6 weeks).

**GSB415****Macroeconomics**

Introduction to macroeconomics is designed to provide students with a basic understanding of macroeconomic theory. (6 weeks).

**GSB420****Mathematics**

Introduction to mathematics is designed to provide students with a basic understanding of mathematical concepts. (12 weeks).

**GSB425****Statistics**

Introduction to statistics is designed to provide students with a basic understanding of the statistical tools available for use. (6 weeks).

**GSB430****Marketing**

Introduction to basic marketing principles. (6 weeks).

**GSB440****Business Law**

Introduction to business law is designed to provide students with a basic understanding of legal issues in business. (6 weeks).

**GSB450****Data Processing**

Designed to teach students introduction to computers and data processing. (6 weeks).

**GSB455****COBOL/FILES**

Designed to teach students basic COBOL programming and file management. (12 weeks).

**GSB460****Advanced BASIC**

Designed to provide students with more experience in programming in BASIC language. (6 weeks).

**GSB480****Business Teaching Methodology**

Designed to provide students with basic teaching methodology as it applies to business subjects at the secondary and post-secondary levels. Required for students seeking state certification through the Master of Science in business education program who have had no previous methods course. (6 weeks).







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