



NEW HAMPSHIRE COLLEGE

Where The World Comes To Mind


GRADUATE SCHOOL OF BUSINESS

1997-1998 BULLETIN



OMA NEW HAMPSHIRE COLLEGE





(cover photo)

obby area of New Hampshire

College Graduate School Building.

*Pictured are Stephanie Selzer,
student in M.S. in international business
program, and Euclid A. Dupuis, M.S.,
C.P.A., professor and coordinator of
accounting programs.*

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Dean's Message

"These are exciting times for us. New Hampshire College Graduate School recently moved into its new 40,000 square foot building on the college's main campus. The building's state-of-the-art facilities allow for the growth and continued prominence of the graduate school. We continue to stay on the forefront of technology: selected graduate courses are now on line in our distance education program, providing students increased flexibility in their schedules. In addition, we have received all approvals for the implementation of doctoral degree programs in community economic development and in international business.

"We have a well deserved reputation for responding to the needs of today's changing business environment. I believe we will continue to be distinguished by our real world orientation and our international perspective.

"Thank you for your interest in New Hampshire College Graduate School. We look forward to having you learn and grow with us."

JACQUELINE F. MARA, Ed.D.
Dean, Graduate School of Business

President's Message

"New Hampshire College is truly an institution 'on the move', and the college's initiatives in graduate education place us among the leaders in preparing individuals for leadership positions in the 21st Century.

"Graduates of New Hampshire College join an alumni family of more than 30,000 men and women who have assumed positions of responsibility throughout the United States and in more than 50 other countries world-wide.

"I invite you to join this vital and challenging academic community where the strength of our faculty and the ability of our students come together to create a brighter future for all."

RICHARD A. GUSTAFSON, Ph.D.
President, New Hampshire College



“One of the great strengths of the graduate school is its faculty.

We are diverse in fields of study and in our personalities... which translates to a lot of energy and a high performing team. The size of the school and its positive atmosphere allow opportunities for ideas to become programs and for faculty and staff to be entrepreneurial. The students distinguish the school as much as the faculty. Their diverse backgrounds and cultures result in a rich class experience.”

SUSAN SCHRAGLE-LAW, Ed.D.

*Associate Professor,
Organizational Behavior and Human
Resource Management*

*Photo Location: Faculty/Staff Lounge
at the Graduate School building*

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 1997 the college celebrated the sixty-fifth anniversary of its founding.

Located on the college's main campus in North Manchester, 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. 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.

The Graduate School of Business has received all approvals to begin offering the Doctor of Philosophy (Ph.D.) in Community Economic Development and the Doctor of Business Administration (D.B.A.) in International Business. The excellent academic, research and professional foundations in the areas of international business and community economic development encouraged the school to implement doctoral programs. Plans are to begin the programs in September 1998.

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

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

The Graduate School of Business also offers courses and programs at the Dartmouth-Hitchcock Medical Center in Lebanon, NH; Oxford Health Plans, Inc. in Nashua, NH; and in Dubai, United Arab Emirates.

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, finance or international business and the graduate certificate specializations are available to both full-time and part-time students. (Doctoral programs will also be available to both full-time and part-time 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, computer information systems, or finance, will take eighteen months to complete. Students should enter the programs in September. Students who require the background accounting courses for the accounting degree must begin the program in June.

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.

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 The Management Institute, 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.

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 25 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
- distance learning

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 may need additional background. (see page 17). 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 •

and two graduate business electives

(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 in the next section.

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 15 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.
4. Students may transfer a maximum of six graduate credits earned at another institution into their degree program. Of this number, only three credits may be applied to elective requirements in one of the graduate certificate programs.

Note: MBA with two graduate certificates requires a minimum of 19 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



“We are living in a dynamic world where we see the changing structure of business and society. One dimension is the ever-increasing globalization of business through international trade, international investment and global strategy. At New Hampshire College, we anticipated the academic implications with the development of a master's and certificate program, and now a doctoral degree in international business. We have introduced a number of programs and courses to prepare students to contribute through a truly global orientation. As well, the school continues to grow into a center of leading edge research in this area.”

MASSOOD V. SAMII, Ph.D.

*Professor and Coordinator
of International Business and
Strategic Management*

*Photo Location: The Mara Lecture Hall
at the Graduate School building*

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 Government Finance Administration

Courses required for the certificate-only option:

ACC650	Governmental and Not-for-Profit Accounting
CIS500	Computer Information Systems
ECO600	Public Finance
FIN750	Topics in Government Finance
MBA660	Management of Not-for-Profit Organizations

Note: ACC500 or ACC510 is a prerequisite to ACC650.

Graduate Certificate in Health Administration

Courses required for the certificate-only option:

HRM500	Human Behavior in Organizations
HRM510	History and Functions of U.S. Health Systems
HRM630	Topics in Health Administration
HRM700	Seminar in Health Administration
MBA670	Business, Government and the Environment

and any one of the following:

ACC500	Managerial Accounting
FIN500	Financial Management
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: One of these two courses is recommended as an elective for health practitioners who work in not-for-profit organizations.

Graduate Certificate in International Business

Courses required for the certificate-only option:

- INT610 Multinational Corporate Environment
INT700 Multinational Business Strategy
and any two international business courses, except INT750 Seminar in Multinational Business.

Graduate Certificate in Operations Management

Courses required for the certificate only option:

- MBA510 Quantitative Analysis for Decision-Making
MBA600 Production and Operations Management
MBA620 Quality Control and Improvement
MBA690 Topics in Operations Management
and any two of the following electives:
ACC600 Managerial, Budgeting, and Cost Accounting II
FIN630 Capital Budgeting and Financing
CIS630 Computer Simulation and Modeling
HRM600 Human Resource Management
INT600 Multinational Corporate Management
MKT640 Industrial Marketing
MBA710 Internship
MBA750 Independent Study
or other electives with the permission of the area coordinator.

Note: Many of the listed electives require prerequisite course work. Please reference the course listings for individual prerequisites.

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

Graduate Certificate in Marketing

Courses required for the certificate-only option:

- MKT500 Marketing Strategies
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 Income Taxation of Corporations and Partnerships; Estate and Gift Excise Tax
TAX665 Estate and Gift Taxation
TAX670 Tax Research Methodology/Practices and Procedures
TAX700 Special Topics in Taxation

Graduate Certificate in Training and Development

Courses required for the certificate-only option:

- HRM500 Human Behavior in Organizations
HRM600 Human Resource Management
MBE610 Improvement of Instruction
MBE670 Training and Development in Organizations
MBE690 Seminar in the Learning Environment
MBE691 Training and Development Seminar

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 Computer Information Systems
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 Income Taxation of Corporations and Partnerships; Estate and Gift Excise Tax

Note: Students with an undergraduate degree in accounting are exempt from ACC510 Managerial, Budgeting and Cost Accounting I and ACC600 Managerial, Budgeting and Cost Accounting II. They are required to take ACC620 Financial Reporting II; ACC660 Controllanship; ACC700 Seminar in Accounting Topics; and MBA500 Information Sources, Research Methods, and Communications Techniques; plus a minimum of six additional courses. An assessment will be made at the time of admission to determine which, if any, of the other eleven courses required in the sixteen courses program students may be required to take. Determinations will be made based upon undergraduate courses, grades and/or work experience.

The ten course program is designed to meet the AICPA's "150 Hour" recommendation.

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 Technology in Business Education
 and two Education Electives
 and two Business Electives
 and one additional education or business elective

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 Finance

The MS in finance program provides a combination of management and finance courses to give students a comprehensive professional education. The program's finance offerings are designed to impart the tools and knowledge needed for analysis, decision-making, and management in a wide variety of organizations, including non-financial corporations, banks, insurance companies, investment firms and government units.

Required Courses:

ACC500 Managerial Accounting
 CIS500 Computer Information Systems
 HRM500 Human Behavior in Organizations
 MBA500 Information Sources, Research Methods and Communication Techniques
 MBA510 Quantitative Analysis for Decision-Making
 MBA600 Production and Operations Management
 MKT500 Marketing Strategies
 ECO500 Managerial Economics
 ECO610 Fiscal and Monetary Policies and Practices
 INT610 Multinational Corporate Environment
 INT620 Multinational Corporate Finance
 FIN500 Financial Management
 FIN610 Short-term Financial Management
 FIN620 Money and Capital Markets
 FIN630 Capital Budgeting
 FIN640 Investment Analysis and Portfolio Management
 FIN700 Seminar in Finance

and two Finance/Economics electives

(These six elective credits may also be satisfied by a thesis or internship option)



A group of students in animated discussion with faculty member Dr. Linda Zhang, Assistant

Professor in Finance (second from right). Students, from left, are Edith Ngugi, full-time MBA student from Kenya; Robert Sanders, part-time MBA student and project manager at electro-optical manufacturing firm; and Jason Twombly, part-time MBA student and consultant pharmacist/director of clinical services for NCS Health Care Services.

Photo Location: The Lolly Kummins Memorial Student Lounge

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 fourteen course, forty-two 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
MBA510	Quantitative Analysis for Decision-Making
MKT500	Marketing Strategies

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

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 number of graduate courses beyond the first degree is required. The minimum number is dependent upon the degrees being pursued. All other requirements in the second degree program must also be satisfied. Students considering this option should meet with an advisor to determine the specific additional requirements needed.

Foreign students seeking a second degree must also obtain a new visa eligibility certificate (I-20 or IAP-66). This will ordinarily require new statements of financial responsibility as well as a letter which authorizes the change of degree program. Students should contact CIE for specific requirements.

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 programs in business education and finance.

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 (CDC), 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 in F-1 status must have authorization for any internship from the Center for International Exchange prior to beginning their work experience. J-1 students must have a recommendation and description of training objectives from the Dean or their advisor in order to obtain the sponsor's approval for the specific employment. They must have completed an academic year as full-time students. J-1 students whose IAP-66's were issued by New Hampshire College should contact CIE; other J-1 students should contact their sponsor.

Doctoral Programs

The recently approved Doctor of Philosophy (Ph.D.) in Community Economic Development and Doctor of Business Administration (D.B.A.) in International Business are anticipated in September 1998.

The D.B.A. in International Business will train highly qualified individuals for a career in academics, consulting environments, or multinational corporations that would require a theoretical understanding of global business operations along with a strong interest in applied research.

The Ph.D. in Community Economic Development will provide a rigorous foundation of knowledge and facilitate research in the field. At the same time, it is expected to meet the needs of a diverse group of community economic professionals.

For further information regarding each program, please contact the following:

The Doctor of Business Administration (D.B.A.) in International Business:

Dr. Massood Samii
Coordinator, International Business
New Hampshire College Graduate School of Business
2500 North River Road
Manchester, NH 03106-1045
603-644-3102
FAX 603-644-3150
e-mail: samiima@nhc.edu

The Doctor of Philosophy (Ph.D.) in Community Economic Development, please contact:

Dr. Michael Swack
Coordinator, Community Economic Development Program
New Hampshire College Graduate School of Business
2500 North River Road
Manchester, NH 03106-1045
603-644-3103
FAX 603-644-3130
e-mail: mswack@tmn.com

WHERE THE PROGRAMS ARE OFFERED

The MBA program, the thirteen graduate certificates, the MS in accounting, the MS in business education, the MS in community economic development, the MS in computer information systems, the MS in finance and the MS in international business are offered at the main campus on North River Road. 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, marketing and health administration
546 Amherst Street
Nashua, NH 03063
603-881-8393

Portsmouth, New Hampshire:

MBA program; MS in business education, graduate certificate programs in health administration, international business and personnel administration/industrial relations
150 Greenleaf Avenue, Unit 4
Portsmouth, NH 03801-5393
603-436-2831

Salem, New Hampshire:

MBA program; graduate certificate programs in international business, CIS, and marketing
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, and international business
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 34051-3602
809-865-8598

The Graduate School of Business welcomes visitors to the main campus of New Hampshire College at 2500 North River Road, Manchester, New Hampshire.

CALENDAR

Academic Year 1997-1998

Term I	September 8, 1997 – November 29, 1997
Term II*	December 1, 1997 – March 7, 1998
Term III	March 16, 1998 – June 6, 1998
Term IV	June 8, 1998 – August 22, 1998

*Holiday, December 22, 1997 to January 3, 1998; classes resume on January 5, 1998.

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 main 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. Information regarding the Graduate School and its programs is also available on the World Wide Web. New Hampshire College's web page is located at www.nhc.edu. 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.



Arthur Chicaderis has worked in the human services field for most of his career. "I was looking for a program that would be both academically challenging and allow my life experience to be relevant," he says. "The Community Economic Development program at New Hampshire College is an incredible blend of both expectations. Business disciplines are combined with community development practice. Students come from diverse backgrounds and rich experiences; many are non-traditional students from community organizing and development. I value the program for the personal enjoyment of this community of students as well as for the professional development."

ARTHUR CHICADERIS

Student, Community Economic Development Program
Administrator, Health and Human Services,
State of New Hampshire

Photo Location:
Outside student activities building

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 Manchester 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 applied to one of the graduate programs by an unclassified student.

Unconditional admission to the MBA Programs, the MS Program in Accounting, Computer Information Systems, Finance or International Business requires:

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

Accounting.....	6 credits
Micro Economics.....	3 credits
Macro Economics.....	3 credits
Mathematics.....	6 credits
Statistics.....	3 credits*
Computer Systems and Technology.....	3 credits
Business Organization.....	3 credits
Marketing	3 credits
Business Law.....	3 credits

*For the MS in Finance, a grade of B- or better earned within the past five years is required.

Additionally the MS in

Computer Information Systems requires:

Advanced procedural programming language..... 6 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.

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 accounting, 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 computer systems and technology
 - For Certificate in Computer Information Systems—three credit hours in computer systems and technology, and files. Six credit hours in advanced procedural programming languages.
 - For Certificate in Health Administration—no specified prerequisites.

- For Certificate in International Business—no specified prerequisites.
- For Certificate in Personnel Administration/Industrial Relations—no specified prerequisites.
- For Certificate in Operations Management—three credit hours in computer systems and technology, 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.
- Graduate Certificate in Government Finance Administration—six credit hours in accounting and three credit hours in computer systems and technology, micro economics and macro economics.
- For Certificate in Taxation—no specified prerequisites.
- Graduate Certificate in School Business Administration—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.).....	\$ 16,080
Graduation fee.....	\$ 80
Other fees (approximately).....	\$ 450
Housing on campus (6 mos.).....	\$ 3,258*
On Campus Meal Plan (6 mos.).....	\$ 780*
On Campus Meal Plan (6 mos.).....	\$ 1,428
Books and Supplies.....	\$800-1,000
Parking Fee.....	\$25 per year

*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, full-time 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.

Students wishing to participate in third party direct billing, in which a "third party" will be authorizing direct billing from the college to the party, must first submit a voucher to the business office. The voucher must include the following: academic term (beginning and end dates), courses covered, books (if any), insurance, other fees covered (if any), maximum dollar value. Payers (employers or others) will be billed at the beginning of the term covered by the voucher. Payment is due within 30 days of billing. Student reimbursement from an employer (or other payer) based upon satisfactory completion of the course or program is **not** considered third party billing.

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 enrolled in their first term at the college who are recipients of Title IV federal financial aid are eligible for a pro-rata refund through the first four weeks of their enrollment. For recipients of Title IV funds, NHC complies with federal regulations to calculate and return any award received while enrolled in this program. Please contact the financial aid office for details.

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.



At age 30, Paula Boisvert returned to school to pursue her M.S. degree in accounting. “As an undergraduate and even after college, I wasn’t too focused, though I always liked small business,” she says. “The structured program was what I needed, and the student – teacher ratio was incredible. As part of the recruitment program at the Career Development Center, I was offered my current position at Nathan Wechsler, where I’m getting CPA experience. This career path offers me great diversity in working with a variety of small companies.”

PAULA BOISVERT

M.S. in Accounting '96
Staff Accountant, Nathan Wechsler and Company

Photo Location: At Nathan Wechsler and Company, Concord, New Hampshire

Part-time Evening Program

Students enrolled in the evening program may expect to pay:

Tuition..... \$891 per course
Graduation Fee..... \$ 80
Parking Fee..... \$ 25 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.

Payment Policy

For part-time students who do not receive company or other third-party assistance, one-third of the cost of the course(s) is due upon registration. A promissory note must be signed for the unpaid balance. The remaining two-thirds is due on or before the completion of the term. Unpaid balances are subject to an 18% interest charge. If final payment is not received within 30 days of the mailing of final grades, then the student is not permitted to register for further courses until the original balance is paid in full.

For part-time students interested in third party billing, please refer to preceding section under “Billing.” Instructions apply to part-time students.

For part-time students who receive company or other third-party assistance, no prior payment is required, upon receipt of employer verification of benefits. Students whose tuition assistance is less than 100% must pay the difference following the self-paid guidelines above. Unpaid balances are subject to an 18% interest charge. Once the term is over, students must pay for the completed course(s) within 30 days of the mailing of final grades. Failure to do so will result in not being permitted to register for further courses until the balance is paid in full.

All accounts may be paid by cash, check, MasterCard, Visa or Discover Card.

Financial Obligations:

Students will not be permitted to receive a transcript, cap and gown or diploma until all financial obligations have been met. Students are charged interest on any balance which remains unpaid beyond 20 days from the start date of a new term. Students are responsible for any cost of collection charged to an account if not paid when due.

On occasion a company or other “third party” may authorize direct billing to them and guarantee payment upon invoicing during the term, regardless of grade. Upon confirmation of approved authorization, interest on the student account will be waived for the course(s) specified.

Companies who reimburse/pay students or NHC upon receipt of a grade are considered “self-pay” accounts. These accounts are ineligible for “third party” classifications and interest accrues on unpaid balances.

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. 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.

Students enrolled in their first term at the college who are recipients of Title IV federal financial aid are eligible for a pro-rata refund through the first four weeks of their enrollment. For recipients of Title IV funds, NHC complies with federal regulations to calculate and return any award received while enrolled in this program. Please contact the financial aid office for details.

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 Federal Perkins Loan Program, Federal Work-Study Program (FWS), Stafford Student Loan Program (SSL), and the Alternative Loans for Parents and Students (ALPS).

Application procedures include submission of the Free Application for Federal Student Aid (FAFSA) and New Hampshire College Supplemental Application.

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

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 American Language and Culture Center tutorial service.

Fees for English Programs

1. The GLS fee for 1996-97 is \$1,050 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 1997-98 is \$3,270 for a 15 week term or \$218 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, or as practical training. 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).

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 and 60 days after classes end. 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 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.



sion
Lab

Patient
Registration
Admission

Stephen French was employed in the computer industry for a number of years when he began to think about going back to school. "Since I was already employed in the industry, I really struggled with what I would learn and what the degree would do for me in the market place," he says. "I was pleasantly surprised. In addition to the knowledge from traditional sources, I gained so much from interaction with other professionals and informal conversations with the professors. In addition, the management courses were excellent broadening experiences. A graduate degree is a major investment in time, energy, and money. I fully expect to see a significant return on my investment."

STEPHEN FRENCH

M.S. in Computer Information Systems '97
Senior Programmer Analyst,
Dartmouth-Hitchcock Medical Center

Photo Location: Lobby of the
Dartmouth-Hitchcock Medical Center,
Hanover, New Hampshire

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 main 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 pages 19 and 22 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. Of this number, only three credits may be applied to elective requirements in one of the graduate certificate 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 Frost Hall.

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 77,000 volumes, 6,000 reels of periodicals and newspapers on microfilm. The library receives

over 850 magazines and journals, 254 on-line periodical titles, 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 300,000 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.

New Hampshire College has twenty-five commercial bibliographic and full-text data-bases on CD-Rom (compact disc-read only memory) on the Library network or IBM workstations. These databases are free, easy to use and available all the hours the library is open. Librarians are available to answer questions, help with search strategy and give demonstrations to classes.

A separate wing of the library houses a 100-seat presentation hall and an audio-visual section consisting of recordings, video tapes, compact discs, listening carrels, and a wide range of portable A/V equipment.

The Center for International Exchange (CIE)

The Center for International Exchange (CIE) provides advice and assistance to over 700 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, 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 staff also advise the Association for Cultural Exchange which sponsors major events during the year, such as the annual "International Night."

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 of business is served by a computing resource center which is continually expanding and evolving to meet the diverse educational and administrative needs of the college and its satellite centers.

In the main student computing laboratory at the graduate school, a network of microcomputers and productivity software are available for student use in graduate work and research. Graduate students are able to use the Internet from the computing laboratories, with access to the World Wide Web, telnet and ftp capabilities, and Internet electronic mail. New Hampshire College also provides access to a Digital Equipment Corporation Vax system for student use.

In addition, graduate students in the CIS degree and certificate programs have access to the advanced computing lab. This lab serves as a place for graduate students to work with multimedia computers to further develop their experience base by exploring a variety of state-of-the-art software tools. These tools include Powerbuilder, Access, Paradox, Visual Basic, C++, and Novell networking software.

New Hampshire College's computing resource center supports a variety of business programming languages. Statistical and analytical packages such as SPSS 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 are used in certain courses and personal computer software used in courses include WordPerfect, EXSYS, Office97, System Architect and other Windows-based application software.

Graduate students are encouraged to have access to their own personal computers. The recommended minimum student configuration is:

- notebook computer —1 GB hard drive
- 166 MHz Pentium —dual scan color monitor
- 32 MB RAM —fax/modem with software
- PCMCIA ethernet card

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). 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, Chocorua Hall. Telephone number (603) 645-9758.

Wellness Center

Counseling, Health and Educational Services:

The New Hampshire College Wellness Center is committed to a whole person approach to student development with the emphasis on preparing each person to live in a complex society. It includes direct educational, health and counseling services as well as working with the campus community to broaden the awareness of and commitment to wellness.

As wellness involves the whole person, the activities and services of the Wellness Center focus on preparing educational programs and endeavors, promoting low-risk decisions and behavior regarding personal health and wellness.

Wellness center staff assist students in defining their problem or concern, exploring alternative solutions, and selecting and implementing a solution whereby improving problem solving skills. In addition, wellness center staff assist students in making decisions regarding lifestyle behaviors and emphasize prevention "as the best medicine."

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 and can be arranged by contacting the Wellness Center.

Health Services:

The Health Services staff handle most common health concerns and are involved with wellness and preventative medicine. The staff offer treatment of common acute problems (e.g. colds, flu, burns), personal health counseling, information on birth control, referral for sexually transmitted disease testing, provide allergy injections, and assist in processing claims for school health insurance. Charges for health services in the community are usually sent directly to students who must bring them to the wellness center for processing. Claim forms should be obtained without delay.



Carol Gravel has worked at Liberty Mutual Group for 16 years. Previously a software engineer and operations consultant, she is now a training consultant for the company. "My great desire has always been to teach," says Carol. "Through the New Hampshire College program, I was able to set up a rather unique experience where I student taught at the college, high school, and here at the business level. I am now managing two curriculum development projects for Liberty Mutual Group."

CAROL GRAVEL

M.S. in Business Education '96
Senior Technical Training Consultant,
Liberty Mutual Group

Photo Location: Liberty Mutual Group,
Portsmouth, New Hampshire

In order to receive health services at the wellness center, students are required to submit a complete medical history and physical examination form prior to admission. International students may not complete registration without these documents and a chest x-ray report. The College physician holds clinic on a weekly basis, as needed. Any problem the nurses cannot handle is referred to the college physician or another appropriate practitioner.

Educational Services:

Education is at the core of the wellness center's activities and services. The staff firmly believes in the value of prevention in the development of the whole person. Toward this end, NHC's wellness model encompasses the six factors more important to personal growth. These factors include emotional, intellectual, physical, spiritual, occupational and social wellness.

Educational services offered include classroom presentations on wellness topics, individual consulting with students, workshops and co-sponsorship of substance-free activities, training for student leaders, staff and faculty, and access to resource materials for classroom assignments or personal growth opportunities.

Admission and Service to Students with Disabilities

Mission and Philosophy:

New Hampshire College seeks to enroll students who can present evidence that they are able to successfully pursue its curricula. The college seeks students of diverse backgrounds, interests and talents. Each applicant is considered and evaluated in terms of his or her individual qualities.

Section 504 Compliance and ADA Compliance:

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in any program or activity receiving federal assistance. New Hampshire College intends to comply fully with Section 504 and with the Americans with Disabilities Act (ADA). New Hampshire College's ADA/504 policy is coordinated by the ADA/504 Compliance Committee which endeavors to ensure that reasonable accommodations are made to provide program and physical access. The college also acknowledges that learning disabilities, as defined by Section 504, are included in this discussion of disabled individuals.

Self-Identification of Disabilities:

While the college makes no pre-admission inquiry about an applicant's disability, such knowledge can often be helpful in the admission process. We recognize that to disclose any disability is a personal choice which every applicant may exercise. We respect that choice. However, we encourage applicants with hidden disabilities, such as learning disabilities, emotional disabilities, or chronic medical conditions,

to self disclose such conditions and provide us with all necessary data. It is only through self disclosure that informed and fair decisions can be made by both the student and the college regarding the suitability of New Hampshire College in the pursuit of a collegiate education. This information is also useful after the student is enrolled in helping the faculty and staff provide the needed services or in referring students for appropriate services. The following information can be especially valuable: history, including assessment measures taken and treatment of the disability, disability-related needs in the pursuit of a college education, accommodations made at the secondary level, coping skills that have been developed as a result of the disability and relationship, if any, between the disability and the academic record.

Academic Responsibility:

While personal services and personal aides cannot be provided, reasonable accommodations will be arranged to aid a disabled student based on a plan to be developed by the student and the ADA/504 Compliance Committee. Such services may include the use of specialized examination conditions, tutoring, and other reasonable classroom and learning accommodations. In all instances, the classroom instructor is responsible for facilitating the learning and examination process (with aid and advice from appropriate NHC support services).

Recreational Sports

Graduate students have full use of the New Hampshire College athletic facilities.

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, a racquetball court, a fitness room, a weight room equipped with a Nautilus system, a mirrored exercise/dance room, and two state of art training rooms.

Outdoor athletic facilities include a 100' by 85' refrigerated ice hockey rink, four tennis courts, a baseball diamond, a softball diamond, a varsity game field and several practice fields.

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.

1997 – 1998 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.

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 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.



Elias Daffach graduated from the University of the Sabana in Columbia. Prior to coming to New Hampshire College he worked in the marketing department at Nestle, Inc. "Word of mouth brought me here," says Elias. "People told me that not only was the academic level high but also the program is what you need to be international in your professional life. My expectations have been met. I now have a better view of doing business with different cultures and countries. If I had not studied here, I wouldn't know how to introduce a product in Thailand or in Sweden. The classes taught me the main concerns regarding investments: political, economic, cultural.

"The high level of faculty makes you proud when talking about them... and proud of the school."

ELIAS DAFFACH

M.S. in International Business '97

Eric Murer worked in banking for several years, most recently in asset-based lending for a regional bank. His desire was to strengthen his finance background to allow for more career flexibility. "The M.S. in finance was a lot of work," he says, "beyond my expectations. I put all I had into it, and it gave me so much back. I found interaction with professors comfortable – any issues or questions were responded to. You study management and international issues, along with finance. You learn to look beyond the numbers, to look at how to make the project work."

ERIK MURER

M.S. in Finance '97

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)

This course focuses on incorporating information technology within the contemporary organization, and its use to achieve a competitive advantage in the marketplace. The interrelationships between information technology, management, and organizations are emphasized. Management of the system development process, along with the tools and methods used to produce quality information systems, is also examined.

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 development methodologies, systems planning, requirements analysis, interface, data and process design, systems implementation, and software engineering, and project management. 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. Students will get a working understanding of methods for analyzing information needs and specifying application system requirements. Structured and object-oriented techniques are compared. 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 for that design. Attention will focus on program design, file design, project management testing, and implementation. Prerequisite: three credit hours in an advanced procedural programming language; 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, 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 an advanced procedural programming language and Files. Prerequisite: CIS500 Computer Information Systems or CIS510 Advanced CIS.

CIS655**Database Application Development (3 credits)**

This course focuses on how to develop advanced multi-user database applications using SQL. The course emphasizes hands-on project work. 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. Expert systems from business and industry are built using state-of-the-art expert system shells such as EXSYS. Knowledge engineering and knowledge acquisition are studied along with interfaces to spreadsheets and databases. 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 state-of-the-art database application developers. Advanced SQL is studied along with semantic object modeling. 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 examined along with such topics as: genetic algorithms, case-based reasoning, fuzzy logic, intelligent agents and neural networks. 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. Background prerequisite: six credit hours in economics.

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.

FIN645**Analytical Tools in Portfolio Management (3 credits)**

This course is an application oriented review of the finance theory, techniques and strategies that are essential to portfolio management. The topics include optimization procedure, currency risk hedging, asset allocation, among others. Prerequisite: FIN640 Investment Analysis and Portfolio Management (may be taken concurrently).

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.

FIN700**Seminar in Finance (3 credits)**

An extensive survey of historic and contemporary finance literature to provide students with an appreciation of the development and current status of finance theory as well as issues relating to the current financial environment, application and practice. The seminar will also provide students with the opportunity to research topics of interest. It should be taken as one of the last courses in the MS program. Prerequisites: FIN500 Financial Management, FIN610 Short-term Financial Management, FIN630 Capital Budgeting, FIN640 Investment Analysis and Portfolio Management, and INT620 Multinational Corporate Finance.

FIN750**Topics in Government Finance Administration** (3 credits)

An extensive survey of historic and contemporary finance literature to provide students with an appreciation of the development and current status of theory as well as issues relating to the current financial and governmental environment, application and practice. Prerequisites: all other courses in the Government Finance Administration Graduate Certificate Program. One requirement may be taken concurrently with FIN750.

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 area coordinator.

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.

MBA620**Quality Control and Improvement** (3 credits)

Designed to provide an understanding of the design and implementation of quality control and improvement systems. An introduction to current quality management approaches, statistical quality control and quality improvement techniques. ISO – 9000 will also be discussed. Case studies and the use of computer technology will be an integral to the course. Prerequisite: MBA510 Quantitative Analysis for Decision-Making or permission of area coordinator.

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 Operations 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: 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. Background preparation: three credit hours in accounting, or equivalent.

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**Technology 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.

MBE680**Business Education at the College Level** (3 credits)

Students study the philosophy and practice of business education at the post-secondary level. The course focuses on issues, teaching approaches, and curriculum and is intended for those with an interest in teaching at the post-secondary level.

MBE690**Seminar in the Learning Environment** (3 credits)

This course is a seminar aimed at developing an understanding of the learning environment in a profit or not-for-profit organization. It is a required course in the Training and Development Certificate program. Prerequisites: MBE610 Improvement of Instruction, MBE670 Training and Development in Organizations, and HRM600 Human Resource Management; or permission of the instructor.

Note: MBE690 can be used as an HRM elective.

MBE691**Training and Development Seminar** (3 credits)

This course is an experiential seminar which serves as the capstone for the Training and Development certificate program. The class meets as a group four times during the term. The student works on a field-based project in an independent manner. Prerequisite: MBE690, Seminar in the Learning Environment.

Note: MBE691 can be used as an HRM elective.

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 Income Taxation of Corporations and Partnerships; Estate and Gift Excise Tax** (3 credits)

Theory and practices of income taxation of corporations and partnerships; excise tax on estates and gifts. 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: TAX650 Federal Taxation of Individuals, TAX655 Federal Income Taxation of Corporations and Partnerships; Estate and Gift Excise Tax, 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**Computer Systems and Technology**

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

GSB460**Visual Basic®/Files**

Designed to provide students a working knowledge of a high-level procedural language, the ability to design algorithms, event-driven programming, object-oriented constructs, design of user interfaces, file management techniques. (12 weeks).

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