ADMINISTRATION (ADMN)

Course numbers with the # symbol included (e.g. #400) have not been taught in the last 3 years.

ADMN 801 - The U.S. Healthcare System
Credits: 3
This course focuses on the organization, financing, and delivery of healthcare in the U.S. It contrasts the private and public sectors and examines the effects of market competition and government regulation. It examines the ways that medical providers are paid, and explores the major issues currently facing physicians, hospitals, and the pharmaceutical industry. It also discusses several potential small-scale and large-scale reforms to the U.S. healthcare system and evaluates their likely effects on healthcare spending, quality of care, and access to care.
Equivalent(s): HDS 801
Grade Mode: Letter Grading

ADMN 827 - Hospitality Operations & Financial Metrics
Credits: 3
This course applies principles of organization, management and decision models to the challenges of hospitality operations. These include problem-solving techniques related to planning, staffing, communications, and operations. Topics: hospitality systems thinking-service design; service product lifecycle evolution and development; hospitality organizational structure and service system procedures; integrated hospitality operational diagnostics; and operational performance metrics. Students apply this knowledge in a simulated hotel environment, taking the Certified Hotel Industry Analyst (CHIA) exam to receive CHIA designation.
Grade Mode: Letter Grading

ADMN #828 - Hospitality Asset and Financial Management
Credits: 3
Asset management involves managing the business investment to achieve ownership's specific objectives. Students learn to administer/renegotiate management contracts, real estate development processes, evaluate capital expenditures/manage their execution, monitor expenses to reduce costs, and different valuation methods in the hospitality industry. Students learn to benchmark a property's revenue and expense performance against the market, perform asset risk analyses under current market conditions, and evaluate various refinancing opportunities to reduce debt costs or free up capital for other uses.
Prerequisite(s): ADMN 930 with a minimum grade of B-.
Grade Mode: Letter Grading

ADMN 829 - Corporate Financial Strategy
Credits: 3
Analytical tools and practical skills for recognizing and solving complex problems of business finance. This course covers the major decision-making areas of managerial finance and some selected topics in financial management such as real options, leasing, mergers and acquisitions, corporate re-organizations, financial planning, and working-capital management.
Prerequisite(s): ADMN 930 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 830 - Investments
Credits: 3
This course covers several topics related to investing, including asset pricing models, efficient models, efficient markets, portfolio theory, stock analysis and valuation, fixed income securities, and derivatives.
Prerequisite(s): ADMN 930 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 834 - Private Equity/Venture Capital
Credits: 3
The focus is financing innovation whether one is approaching private equity investors or corporate management for budget support. The course covers screening entrepreneurial ideas and business plans through the spectrum of all entrepreneurial financing stages from seed/start-up financing to acquisition/buyouts and IPOs. Students will research, discuss and present state-of-the-art analyses and practices and have exclusive access to PitchBook database that provides intelligence on the private markets, angels, venture capital, mergers & acquisitions, and private companies.
Prerequisite(s): ADMN 930 (may be taken concurrently) with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 835 - Financial Institutions
Credits: 3
Examination of financial institutions and markets. Emphasis on how institutions create, value, the regulatory environment under which they operate, and the role of risk management.
Prerequisite(s): ADMN 930 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 838 - Equity Analysis and Firm Valuation
Credits: 3
This course is intended to provide practical tools for analyzing and valuing a company's equity. Primarily an applications course, it covers several valuation models such as market multiples and free cash flow models, and focuses on the implementation of finance theories to valuation problems. This course is not recommended if you have already taken the undergraduate FIN 707 at UNH.
Prerequisite(s): ADMN 919 with a minimum grade of B- and ADMN 930 with a minimum grade of B-.
Equivalent(s): ACFI 807
Grade Mode: Letter Grading

ADMN 840 - International Business
Credits: 3
Issues and problems confronting managers in the international economy. Emphasis on problems of working across national borders rather than on those encountered within the framework of different national economies, cultures, and institutions for managers working in a multinational enterprise.
Prerequisite(s): ADMN 970 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 841 - International Management
Credits: 3
Develops an understanding of international business from the point of view of management and leadership, human resource management, and organizational structure and change. Emphasis on cultural impact on management thinking and business practice and on skills for managing effectively in international and multicultural environments.
Prerequisite(s): ADMN 912 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 842 - Project Management
Credits: 3
Project management is the discipline of using policies, processes, and procedures to successfully lead teams and manage project phases from initiation through closure. Project management practices improve cost and schedule predictability and the quality of project results. Expertise in project management is a recognized source of competitive advantage. This course will provide students with an understanding of project management through readings, discussion board conversations, assignments, and the development of project management deliverables.
Grade Mode: Letter Grading

ADMN 845 - Supply Chain Management
Credits: 3
The purpose of this course is to learn how to design, plan, and operate supply chains for competitive advantage; to develop an understanding of how the key drivers of supply chain operations (inventory, transportation, information, and facilities) can be used to improve performance; and to develop knowledge of logistics and supply chain methodologies and the managerial context in which they are used.
Prerequisite(s): ADMN 940 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 846 - International Financial Management
Credits: 3
Financial management problems facing multinational firms. Focus is on identifying and managing foreign exchange rate exposures and making financial decisions in a global context.
Prerequisite(s): ADMN 930 with a minimum grade of D-.
Mutual Exclusion: No credit for students who have taken ACFI 803.
Grade Mode: Letter Grading

ADMN 847 - Human Resource Management
Credits: 3
This course will explore key human resource management functions and the strategic role human resources play in maximizing the value of the workforce. Managing talent is a responsibility of every manager, in partnership with HR, and vital to organizational success. The course addresses concepts from an HR perspective, considering HR systems and practices, and drawing on examples from the field of Hospitality Management.
Grade Mode: Letter Grading

ADMN 852 - Marketing Research
Credits: 3
Focuses on identification of research questions and objectives as well as collection and analysis of data to improve marketing decision making. Covers qualitative and quantitative methods, internal and external secondary data, sampling, analytical methods, and reporting.
Grade Mode: Letter Grading

ADMN 858 - Revenue Management and Pricing Strategies
Credits: 3
Revenue management is increasingly important in hospitality management. This course is for those interested in learning more about formulating tactics and strategies to maximize revenues for their organizations. The course will prepare students for roles responsible for financial performance and operation. Topics include history of revenue management, reservation systems, forecasting demand, inventory control, cost analysis, pricing strategy, channel management, revenue management tactics (i.e., overbook, discount allocation, and demand management and applications). Appropriate for any business application.
Prerequisite(s): ADMN 960 with a minimum grade of B-.
Grade Mode: Letter Grading

ADMN 860 - International Marketing
Credits: 3
This course examines marketing practices in a global environment. The course assumes familiarity with marketing management and utilizes this as a base to develop insights and understanding in an international context. Special emphasis is placed on how to develop global marketing strategies, adaptation of marketing execution (communications, products, pricing, channels), and multinational and global structuring of the marketing and sales organization.
Prerequisite(s): ADMN 960 (may be taken concurrently) with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 863 - Marketing Analytics
Credits: 3
Marketing Analytics is the art and science of developing and utilizing quantitative marketing decision models to plan, implement, and analyze marketing strategies and tactics. The course is primarily designed for graduate students who have already acquired basic data analysis skills as well as principles of marketing. Using marketing cases and related exercises tied to Marketing Engineering for Excel (ME-EL), students will develop marketing plans in various decision contexts. Specifically, this course will introduce a wide variety of quantitative models to improve marketing decision making in such areas as market response, customer segmentation/targeting, product/brand positioning, new product development, and allocation of marketing mix expenditures.
Prerequisite(s): ADMN 960 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 864 - New Product Development
Credits: 3
Provides a practical introduction to the process of designing and marketing new products. Covers the major phases of market-focused product development from idea to launch, including opportunity identification and market definition, customer research and product concept development, pre-marketing testing and launch marketing. Presents proven approaches and techniques used in new product development. Allows student teams to apply lessons to the development and testing of new product concepts.
Prerequisite(s): ADMN 960 (may be taken concurrently) with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 865 - Digital Marketing
Credits: 3
As technology has changed, so have the ways consumers acquire information about goods and services. Marketers must be able to engage with their customers via a variety of digital platforms. This course develops the digital marketing skills that will enable success in today's marketing environment. We cover a number of topics including (but not limited to) website and search engine optimization, email marketing, social media, paid search, mobile marketing, customer persona development, and influencer marketing.
Grade Mode: Letter Grading

ADMN 866 - Negotiating in Business
Credits: 3
Negotiating is an essential managerial skill necessary for influencing employees and stakeholders. This course will draw on the latest research, to help participants learn how to negotiate successfully and with integrity. Topics covered include bargaining with one or more parties, influence strategies, ethical and social dilemmas, and negotiating with difficult people. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in the context of useful analytical frameworks.
Prerequisite(s): ADMN 912 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 872 - Predictive Analytics
Credits: 3
This course will focus on modern predictive analytic techniques. Each module is designed to introduce a set of statistical techniques and their application to real data from various business fields. The course will focus on 4 broad topics 1) Finding the most appropriate model for the data, 2) selecting optimal set of predictors, 3) reducing dimensionality of the data, 4)improving prediction performance. Programming using R, open source software, is fundamental to the course.
Mutual Exclusion: No credit for students who have taken DATA 822.
Grade Mode: Letter Grading

ADMN 873 - Data Management and Visualization
Credits: 3
With improvements in computing technology and the ability to generate/collect vast amounts of data, many organizations are quickly finding themselves data rich yet information poor. The goal of this course is to expose students to techniques and technologies that will enable them to become key players in helping organizations transform unstructured and structured data from various sources including, social media, the web, databases and archival data, into meaningful and insightful information facilitating effective decision making.
Prerequisite(s): ADMN 926 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 875 - Prescriptive Analytics
Credits: 3
This course is concerned with the final frontier of business analytics, and develops student knowledge of the uses of descriptive statistics and forecasts to find and suggest optimal courses of action, focusing on the development and use of optimization and Monte-Carlo simulation models for making quantitative business decisions. Optimization topics include linear and mixed-integer programming, network flow optimization, and nonlinear optimization. Application areas include operations & supply chain management, marketing, and finance.
Prerequisite(s): ADMN 950 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 882 - Managing Growth and Innovation
Credits: 3
This course deals with central concepts and applications at the intersection of technological innovation, organizational growth, and corporate entrepreneurship or intrapreneurship. Building an organization to achieve high growth and successfully and repeatedly bring innovations to market is a daunting managerial challenge. The first part of the course examines why it is so challenging to maintain sustained growth in disruptive environments. In the second part, the course takes a look at technological innovation as a lever that can help firms achieve sustained growth, by providing a number of applied tools, frameworks, and practices mangers can use to manage growth and innovation in their organizational contexts.
Grade Mode: Letter Grading

ADMN #888 - Strategic Pricing
Credits: 3
The overall objective of this course is to provide students with the know-how and tools to make pricing decisions that align with the firm's strategy, drive profitability, and lead to sustainable competitive advantage. This course focuses on thoroughly understanding and articulating the monetary and psychological value drivers of the firm's value proposition, applying appropriate monetary equivalents, and successfully communicating these to the purchaser. Rather than seeking to "optimize" prices for the short run, this course takes a longer-term view of managing markets strategically.
Prerequisite(s): ADMN 960 with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 898 - Topics
Credits: 3
Special Topics; may be repeated. Pre- and co-requisite courses vary. Please consult time and room schedule for the specific 898 topics section you are interested in for details.
Repeat Rule: May be repeated up to 4 times.
Grade Mode: Letter Grading

ADMN 901 - PAUL Assessment of MBA Core Knowledge
Credits: 0
One of the learning objectives in the MBA Program is that all students will graduate with an understanding of these core knowledge assembled from various disciplines that contribute courses to the program. We assess the learning as part of our Assurance of Learning Program. This zero credit course provides an administrative mechanism for accomplishing this goal.
Grade Mode: Graduate Credit/Fail grading

ADMN 902 - MBA Internship
Credits: 1-3
The internship provides an opportunity for MBA students to gain business experience in a professional setting, applying their course-based learning to challenges in a business or non-profit enterprise. Students explore the relationship between theory and practice while completing at least 250 hours of time on site. Required of all full-time MBA students (unless waived due to significant prior relevant professional experience). The internship is completed in the summer term, but students can begin it in the spring by registering for it in term IV if needed.
Repeat Rule: May be repeated for a maximum of 3 credits.
Grade Mode: Graduate Credit/Fail grading

ADMN 905 - Corporate Consulting Project
Credits: 3
Designed as the capstone experience for the Full-time MBA program, student teams will work with real-world clients on strategic business challenges. Teams will be coached by a faculty member and/or industry professional as they engage with their assigned client. Students will integrate and apply concepts learned in the MBA program as they manage their projects and deliver value to their clients.
Grade Mode: Letter Grading

ADMN 912 - Managing Yourself & Leading Others
Credits: 3
Uses the evidence from behavioral science to develop an understanding of individual and work group dynamics in relation to personal and group effectiveness in diverse organizations. Case studies, group projects and personal application will provide students with the opportunity to put theory into practice as they learn to understand individual differences, lead teams, enhance their personal influence, and plan to lead employees, teams and organizations during times of rapid change.
Grade Mode: Letter Grading

ADMN 919 - Accounting/Financial Reporting, Budgeting, and Analysis
Credits: 3
An introduction to the preparation and interpretation of financial information, with emphasis on the use of accounting information for management decision-making. It highlights the guiding principles by which accounting reflects the underlying economic events. It also focuses on reporting and measurement issues that help managers make better decisions.
Grade Mode: Letter Grading

ADMN 926 - Leveraging Technology for Competitive Advantage
Credits: 3
Building competitive advantage depends on a company's ability to strategically and tactically manage its information systems. Information technology is quickly expanding its importance in the business models and operations of companies. Managers in today's world depend on accurate, accessible and useful information to make decisions. The course provides the student with an understanding of the strategic role of information technology and its use within the enterprise to creative sustainable competitive advantage for the organization.
Grade Mode: Letter Grading

ADMN 930 - Financial Management/Raising and Investing Money
Credits: 3
Focuses on financial decision making to maximize shareholder value. Course concepts are integrated into the standard theories of risk and return, valuation of assets and market efficiency and risk management. Students are expected to develop dexterity with financial decision tools and models, the quantitative elements of this course.
Prerequisite(s): ADMN 919 with a minimum grade of D- and ADMN 970 (may be taken concurrently) with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 940 - Managing Operations
Credits: 3
This course provides a foundation for dealing with managerial decisions about technology and operations issues. Based on the premise that the technology and operations can be a significant source of competitive advantage for a firm. Prepares students to identify and implement operating improvements that directly affect firm performance.
Grade Mode: Letter Grading

ADMN 950 - Data Driven Decisions
Credits: 3
Introduction to the basics of applied statistics for decision-making and for assessing risk and uncertainty. The course will mainly cover the broadly defined subjects of descriptive statistics, probability, decision trees, random variables, random sampling, hypothesis testing for continuous/categorical data and regression analysis/model building. Course delivery will be a mix of lectures, hands-on problem solving and data-driven case discussions led by students.
Grade Mode: Letter Grading

ADMN 960 - Marketing/Building Customer Value
Credits: 3
Serves as the core marketing course in the MBA program. Provides an introduction and overview to the theory and practice of marketing. Explores the theory and applications of marketing concepts through a mix of cases, discussions, lectures, guest speakers, individual assignments, simulations, and group projects. Focuses on understanding and building customer value in consumer, business-to-business, and services settings. Examines strategic marketing elements (segmentation, targeting, positioning), as well as executional elements (pricing, channels, promotion, and value proposition).
Grade Mode: Letter Grading

ADMN 970 - Economics of Competition
Credits: 3
A study of economic principles useful to business managers. Microeconomic topics include market behavior, economic costs, and economic decision-making. Macroeconomic topics include macroeconomics performance, financial markets, international trade and finance, and monetary and fiscal policy.
Grade Mode: Letter Grading

ADMN 982 - Creating Winning Strategies
Credits: 3
A "capstone" course, focused on industries, companies, and other organizations in operation, and studied through the role of the strategic manager and case examples, with emphasis on integration of materials covered in prior courses, providing students with synergistic knowledge and a "strategy tool kit" to help achieve organizational purpose, excellence, and competitive advantage.
Prerequisite(s): ADMN 912 with a minimum grade of D- and ADMN 919 with a minimum grade of D- and ADMN 930 with a minimum grade of D- and ADMN 950 with a minimum grade of D- and ADMN 960 with a minimum grade of D- and ADMN 970 with a minimum grade of D- and ADMN 926 (may be taken concurrently) with a minimum grade of D- and ADMN 940 (may be taken concurrently) with a minimum grade of D-.
Grade Mode: Letter Grading

ADMN 992 - Special Projects and Independent Study
Credits: 1-6
Projects, research, and reading programs in areas required for concentration. Sixty days advance approval of the student's plan of study by adviser and by proposed instructor required.
Repeat Rule: May be repeated for a maximum of 6 credits.
Grade Mode: Letter Grading