BUSINESS ADMINISTRATION (ADMN)

University of New Hampshire Peter T. Paul College of Business and Economics

Degree Offered: M.B.A.

Programs available in Durham, Manchester, and Online.

A nationally ranked M.B.A. program that YOU design.

Earn your M.B.A. from Paul College at the University of New Hampshire, the state’s flagship university. What sets us apart is our distinct combination of rigor, relevance and world-class faculty. Our students come from various industries and functional areas like finance and marketing to engineering, law, healthcare and the military. Some are seeking growth within their current organizations, while others are looking to gain the skills and knowledge to change professions. You will fit right in.

We stand out from the competition:

- We are one of only 5 percent of business schools worldwide to hold AACSB (Association to Advance Collegiate Schools of Business) accreditation - the gold standard in business education.
- We are the only M.B.A. in northern New England that offers Part-Time and Online M.B.A. programs ranked among the nation’s top 100 by U.S. News & World Report. That makes us #1 in northern New England.
- Our research-active faculty brings the analytical tools and cutting edge insights to teaching and our former executives and managers bring real world perspective.
- International and New York City residencies are built into the Full-Time M.B.A. curriculum.
- M.B.A. programs are offered in Durham, on New Hampshire’s seacoast, and in Manchester, the state’s urban center - both situated an hour north of Boston - or 100 percent online.
- Beginning with a core curriculum focused on today’s business needs, you can customize your education by choosing one of six industry-focused specializations - finance, information systems & business analytics, marketing, global business, growth & innovation, and hospitality management.
- We have a dedicated Career and Professional Success office to help you chart your post-graduation course. The placement rate in 2017 was 92 percent.

Our Programs

Full-Time M.B.A.

If you are able to step away from your full time career and you want to expedite reaching your next career goal, then the UNH Paul College Full-Time M.B.A. program is for you. A small cohort of like-minded individuals who are equally driven to excel will become your teammates. Completing your M.B.A. in less than one year is a great return on your investment of both time and money. The core curriculum includes 11 courses that grow your skills in multiple areas of management, five electives, and optional specializations. The college also integrates strong partnerships with the corporate community and a corporate consulting project culminates your experience.

Part-Time M.B.A.

If you are a working professional who enjoys taking classes face-to-face, with online classes also available, then our nationally ranked Part-Time M.B.A. is for you. This innovative program offers evening classes taught at our Durham and Manchester campuses as well as the flexibility to take classes online. Taught by the same great faculty as our full-time program, the Part-Time program allows you to take classes at a pace that works for your life, earning your degree in as little as two years. The curriculum includes 9 core courses and seven electives. Start your program in August or in January.

Online M.B.A.

Our nationally ranked Online M.B.A. program has everything the part-time program offers with the bonus of taking classes from anywhere around the world. It has rapidly become our most popular M.B.A. model. The curriculum is identical to the part-time program allowing students to mix and match online and/or face-to-face course offerings. The same great faculty who teach in our other programs teach classes asynchronously adding to the flexibility of the online option. The quality of our student and faculty engagement and the services and technology support available make our online program stand out. Start your program in August or January.

Admission Requirements

The Paul College welcomes applicants with an above-average academic record in any undergraduate major. The crucial requirement for admission into the M.B.A. program is a history that demonstrates the applicant has the potential and desire for graduate study in business. Consequently, a portfolio approach to admissions is utilized in which an applicant’s work and/or military experience along with other indicators of maturity, motivation, and self-discipline, are considered in addition to an applicant’s test scores and academic record. All applicants to the Full-Time, Online, and Part-Time M.B.A. programs are required to take the Graduate Management Admission Test (GMAT) unless they can demonstrate quantitative proficiency through prior professional or military experience, a prior graduate-level degree (e.g., M.S., M.A., Ph.D., Ed.D), or a quantitatively-oriented undergraduate degree such as engineering. GMAT waivers may be requested and will be considered when submitted along with an applicant’s resume. Please contact the graduate programs office for more information.

Applicants are expected to have successfully completed one semester of calculus, statistics, or have otherwise demonstrated proficiency in quantitative reasoning.

Interested applicants are encouraged to contact the Paul College Graduate Programs Office at 603-862-1367 or:

Cynthia Traver
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**Programs**

- Business Administration and Juris Doctor Dual Degree (J.D./M.B.A.) ([link](http://catalog.unh.edu/graduate/programs-study/business-administration/business-administration-dual-degree-mba-jd))
- Business Administration: Full-Time (M.B.A.) ([link](http://catalog.unh.edu/graduate/programs-study/business-administration/business-administration-full-time-mba))
- Business Administration: Part-time or Online (M.B.A.) ([link](http://catalog.unh.edu/graduate/programs-study/business-administration/business-administration-part-time-online-mba))

**Courses**

### Administration (ADMN)

**ADMN 823 - Topics in Finance**

Credits: 3  
Prereq: ADMN 930.

**ADMN 829 - Corporate Financial Strategy**

Credits: 3  
Analytical tools and practical skills for recognizing and solving complex problems of business finance. A complement to ADMN 930, 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. Prereq: ADMN 930.

**ADMN 830 - Investments**

Credits: 3  
Discusses principles for selecting and managing financial assets, including equities, fixed-income securities, and alternative investments. Topics include asset pricing, efficient market hypothesis, arbitrage pricing theory, portfolio theory, and risk management. Prereq: ADMN 930.

**ADMN 832 - Exploration in Entrepreneurial Management**

Credits: 3  
Examination of the management of change and innovation especially the role of entrepreneur in managing new ventures. Uses case analysis, guest speakers, and business plan preparation to study the characteristic behavioral, organizational, financial, and market problems of entrepreneurs and new enterprises.

**ADMN 834 - Private Equity/Venture Capital**

Credits: 3  
Covers the financial aspects of new venture creation. Early stage private equity market and mechanisms available for financing the entrepreneurial venture, from seed and startup financing to initial public offering. Includes financing stages from both entrepreneur’s and the investor’s perspective. Focus on U.S., Europe, and Asian markets. Prereq: ADMN 930; ADMN 834 can be taken concurrently with ADMN 930.

**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. Prereq: ADMN 930 or permission.

**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. Prereq: ADMN 970.

**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. Prereq: ADMN 912.

**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. Prereq: ADMN 940; ADMN 845 can be taken concurrently with ADMN 940.

**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. Prereq: ADMN 930.

**ADMN 852 - Marketing Research**

Credits: 3  
Identification, collection, and analysis of data for the marketing process. Strengths, limitations, environment, and evaluation of research in the marketing process. Prereq: ADMN 960.

**ADMN 857 - Integrated Marketing Communications**

Credits: 3  
Provides balanced coverage of all marketing communication tools, both traditional format and digital format: advertising, sales promotion, public relations, direct marketing, personal selling. Emphasizes the integration of these tools across formats so target audiences receive a consistent, persuasive message that promotes the organization’s goals. Prereq: ADMN 960.

**ADMN 859 - Managing Technological Innovations**

Credits: 3  
This course explores the formulation of technological innovation strategy by using case-based examples and technological frameworks to identify industry- and firm-level patterns of innovation and organizational characteristics that promote innovativeness. Prereq: Two core ADMN 900 level courses.

**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. Pre- or Coreq: ADMN 960.
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. Prereq: ADMN 960.

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. Prereq: ADMN 960.

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. Prereq: ADMN 960.

ADMN 898 - Topics
Credits: 2-3
Special topics; may be repeated. Prereq: consent of adviser and instructor.

ADMN 901 - PAUL Assessment of 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.

ADMN 902 - MBA Internship
Credits: 3
Provides students the opportunity to gain business experience in a professional setting, working for one company eight hours per week. Students explore the relationship between theory and practice and complete a research project. Students with less than two years work experience are required to take this course. Cr/F.

ADMN 905 - Corporate Consulting Project I
Credits: 3
Designed to enhance student’s field and research experience. Students work with faculty and Corporate Roundtable members on projects that apply and integrate concepts learned in class.

ADMN 906 - Corporate Consulting Project II
Credits: 3
Designed to enhance student’s field and research experience. Students work with faculty and Corporate Roundtable members on projects that apply and integrate concepts learned in class.

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.

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.

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 create sustainable competitive advantage for the organization.

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. Prereq: ADMN 919. Pre or Coreq: ADMN 970.

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. Prereq: ADMN 950.

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.
ADMN 952 - Organizations, Leadership, and Environments
Credits: 3
Examines both private and public institutions as open systems whose effectiveness depends on the design of internal structures and cultures to fit external demand, opportunities and threats. Develops students’ analytic and diagnostic skills as designers of ethical and socially responsible organizations. Prereq: ADMN 912.

ADMN 953 - The Social Power of Leadership in the 21 Century
Credits: 3
The goal of this cross-disciplinary course is to develop students’ deep understanding of the dynamic, mutually reinforcing power of leadership follower relations in modern organizations - including both toxic and beneficial processes and outcomes. Readings draw on the literatures from business, social sciences, and philosophy to illuminate the complexities of leading in 21st century corporations, public service organizations, institutions of higher learning, and government agencies. A diverse cross-section of students from doctoral and master level programs across all UNH schools, colleges, and departments participate in the course in order to most broadly examine how the leader-follower relationship can succeed or fail in its pursuit of organizational strategies and objectives.

ADMN 956 - Managerial Decision Making
Credits: 3
The use of quantitative information as an aid in the decision making process. A thought process and an approach to the analysis of, and providing recommendations for, a complex decision making situation. The course is a combination of a lecture, class discussion, problem solving, project presentations and "unstructured" decision making problem approach. Prereq: ADMN 926; ADMN 956 can be taken concurrently with ADMN 926.

ADMN 960 - Marketing/Building Customer Value
Credits: 3
This is the core marketing course in the MBA program. It is designed to serve as an introduction to the theory and practice of marketing. We will explore the theory and applications of marketing concepts through a mix of cases, discussions, lectures, guest speakers, individual assignments, simulations, and group projects. We will draw materials from a variety of courses and settings including services, consumer, and business-to-business products.

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.

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. Prereq: ADMN 912, ADMN 919, ADMN 930, ADMN 950, ADMN 960, ADMN 970. Prereq or Coreq: ADMN 926 and ADMN 940.

ADM 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. Maximum of 6 credit, except by special permission. Variable credit.

Faculty
See https://paulcollege.unh.edu/directory/all