BUSINESS ADMINISTRATION (ADMN)

The business administration program provides students with the pillars of a business education as well as specialized options to propel them on their career paths. The curriculum consists of fifteen core courses as well as option/major courses, which imparts students with expertise in one or two areas of business. At the same time, Paul College students achieve a well-rounded education by selecting courses in the liberal arts and the sciences from other colleges and schools in the University, including to complete University Discovery requirements. The Peter T. Paul College’s program in business administration is accredited by the Association to Advance Collegiate Schools of Business (AACCDB) and is separate from the business program at the UNH-Manchester campus.

Core Curriculum

The business administration’s core curriculum constitutes the fundamental theories, principles, concepts, and skill sets necessary for students to thrive in the professional business world. Each required core course equips students with the knowledge and skills utilized in key areas of business, while building upon their social, competitive, and analytical intelligence. The business administration program also augments its core curriculum with math, ethics, and economics.

In order to graduate, students must achieve a grade-point average of at least 2.3 in the major courses and a minimum grade of C- (for ADMN 403 Computing Essentials for Business, students must obtain credit) in each Paul College major course. Core courses are generally completed in the first five semesters of enrollment at Paul College, with the exception of ADMN 775 Strategic Management: Decision Making (capstone course):

- MATH 422 Mathematics for Business Applications, or MATH 424A Calculus for Social Sciences
- PHIL 431 Business Ethics
- ECON 401 Principles of Economics (Macro)
- ECON 402 Principles of Economics (Micro)
- ADMN 400 Introduction to Business
- ADMN 403 Computing Essentials for Business (1 credit)
- ADMN 410 Management Information Systems
- ADMN 510 Business Statistics
- ADMN 502 Financial Accounting
- ADMN 503 Managerial Accounting
- ADMN 570 Introduction to Financial Management
- ADMN 575 Behavior in Organizations
- ADMN 580 Quantitative Decision Making
- ADMN 585 Marketing
- ADMN 775 Strategic Management: Decision Making (Capstone course, satisfies capstone requirement for the University Discovery Program)

Additional requirements:

- PAUL 405 Freshman Academic Experience I
- PAUL 406 Freshman Academic Experience II
- PAUL 660 BiP-Social Intelligence Topics
- PAUL 670 BiP-Analytical Intelligence Topics
- PAUL 680 BiP-Competitive Intelligence Topics
- PAUL 690 BiP-Professional Intelligence Topics

Options in the Business Administration Program

As students advance, they must declare an option within the business administration program (students can complete two options by choice). Bachelor of Science in Business Administration requires the completion of 134 credits total. Declaration of an option is occurs during their second semester sophomore year, thus focusing on a particular area of business during their last three semesters. The sophomore option declaration date is set by the Undergraduate Programs and Advising Office and usually by February of the sophomore year. Students are encouraged to discuss their interests with several faculty members and an academic adviser in this decision-making process. Options comprise a minimum of four courses, but requirements do vary by option and are determined by the nature of the career field. Current business administration options are:

- Accounting
- Entrepreneurial Studies
- Finance
- Information Systems and Business Analytics
- International Business and Economics
- Management
- Marketing
- Student-Designed

Due to the dynamic nature of the business world, the portfolio of options offered may change from time to time. Students are expected to stay attuned to these changes through Paul College Undergraduate Programs and Advising Office. A change of option/major may only be made once per semester.

Business in Practice (BiP) Program

The Business in Practice (BiP) program enhances Paul College’s rigorous academics by bridging the gap between theory and practical application. Through experiential learning projects, you work directly with industry leaders and companies to acquire a deeper grasp of real business issues and responsibilities, giving you the tools, skills and know-how to launch a successful and meaningful business career. The program is designed to be flexible and optimizes your skill level in key intelligence areas most valued by employers.

BiP INTELLIGENCES AND LEARNING GOALS

You will take a minimum of four courses*, one in each of the intelligence areas:

- PAUL 660 BiP-Social Intelligence Topics - ability to navigate complex social relationships and environments.
- PAUL 670 BiP-Analytical Intelligence Topics - ability to analyze and evaluate ideas, solve problems and make decisions.
- PAUL 680 BiP-Competitive Intelligence Topics - ability to gather, analyze and distribute information and ideas about products, customers, competitors or the external environment.
- PAUL 690 BiP-Professional Intelligence Topics - ability to achieve professional success.
*Other Paul College courses or opportunities may be assigned with BiP Intelligence attributes and satisfy a BiP course requirement. Please check with Paul College Undergraduate Programs Office for other potential courses designated with a BiP Intelligence attribute.

https://paulcollege.unh.edu/business-administration

**Programs**

- Business Administration Major (B.S.)
- Business Administration Major: Accounting Option (B.S.)
- Business Administration Major: Entrepreneurial Studies Option (B.S.)
- Business Administration Major: Finance Option (B.S.)
- Business Administration Major: Information Systems and Business Analytics Option (B.S.)
- Business Administration Major: International Business and Economics Option (B.S.)
- Business Administration Major: Management Option (B.S.)
- Business Administration Major: Marketing Option (B.S.)
- Business Administration Major: Student Designed Option (B.S.)
- Business Administration Minor

**Courses**

**Accounting (ACC)**

ACC 501 - Survey of Accounting
Credits: 4
Survey of basic accounting concepts, including exposure to financial statements, accounting processes, decision making, and budgeting. This course is designed for students pursuing a Business Administration minor or exploring basic accounting. Not for Paul College students.
Equivalent(s): ACFI 501, ADMN 502
Grade Mode: Letter Grading

ACC 520 - Topics in Accounting
Credits: 4
Special Topics in Accounting, vary by semester. Prereq: ACC 501 with a minimum grade of C-.
Repeat Rule: May be repeated for a maximum of 16 credits. May be repeated up to 3 times.
Grade Mode: Letter Grading

ACC 620 - Topics in Accounting
Credits: 4
Special Topics in Accounting, topics vary by semester.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

ACC 720 - Topics in Accounting
Credits: 4
Special Topics in Accounting, vary by semester.
Repeat Rule: May be repeated for a maximum of 16 credits.
Grade Mode: Letter Grading

ACC 721 - Intermediate Financial Accounting I
Credits: 4
Examination of the nature and applicability of accounting theory and the conceptual framework of accounting. Development of the capacity to address and resolve issues and problems in financial reporting. Topics include valuation and reporting of current and operating assets, and revenue recognition. Students wishing to repeat ACFI 621 must request and obtain departmental approval. Prereq: ADMN 621.
Equivalent(s): ACFI 621
Grade Mode: Letter Grading

ACC 722 - Intermediate Financial Accounting II
Credits: 4
Selected topics within financial reporting such as accounting for leases, pensions, stock options, and deferred taxes. Focus on how and why these issues are accounted for in the manner prescribed by current GAAP. Prereq: ACFI 621 or ACFI 721.
Equivalent(s): ACFI 622
Grade Mode: Letter Grading

ACC 723 - Advanced Managerial Accounting
Credits: 4
Builds on the basic managerial accounting course by continuing the theme of accounting as a management tool. Emphasis is on cost accounting as a source of data for measuring and improving the economic condition of the enterprise. Newly evolving management themes are integrated into the traditional topics of planning and control, cost analysis, overhead allocation, transfer pricing, and decision modeling. Prereq: ADMN 503.
Equivalent(s): ACFI 723
Grade Mode: Letter Grading

ACC 724 - Auditing
Credits: 4
Philosophy and environment of auditing, with attention to an understanding of the major auditing concepts and objectives and its judgement process. Emphasis on the nature and economic purpose of audits, standards, professional ethics, auditors’ legal liability, internal control, and audit evidence. Includes audit procedures, reports, and computer software. Prereq: ACFI 621 or ACC 721.
Attributes: Writing Intensive Course
Equivalent(s): ACFI 724
Grade Mode: Letter Grading

ACC 725 - Independent Studies in Accounting
Credits: 1-4
Student-designed individual research projects, approved by a faculty sponsor. Paper required. Course credits vary according to the nature of the project, to be determined by the faculty sponsor. Seniors in high standing; by permission.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

ACC 726 - Introduction to Federal Taxation
Credits: 4
Federal income tax concepts and law applicable to individuals. Coverage includes taxable income and deductions, passive activities, alternative minimum tax, property transactions and compensation. Prereq: ADMN 502.
Equivalent(s): ACFI 726
Grade Mode: Letter Grading
ACC 727 - Financial Statement Analysis
Credits: 4
Methods and tools of analysis and interpretation of financial statement data. Use of financial information in a variety of decision making situations including a prediction of corporate earnings, debt ratings, and financial distress; lending decisions; risk analysis; and equity valuations. Senior standing only. Prereq: ACFI 621 or ACC 721.
Equivalent(s): ACFI 725
Grade Mode: Letter Grading
ACC 747 - Business Law
Credits: 4
Law of contracts, agency, sales, negotiable instruments, real and personal property, partnerships and corporations, with application of the Uniform Commercial Code. Prereq: ECON 401, ECON 402, ADMN 510.
Equivalent(s): MGT 747
Grade Mode: Letter Grading
ACC 795 - Internship in Accounting
Credits: 1-4
Accounting fieldwork in a business or other type of organization. Supervision provided by the organization, and consultation provided by the faculty sponsor. Written report required. Course credits vary according to the nature of the fieldwork, to be determined by the faculty sponsor. Seniors in high standing; by permission.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Credit/Fail Grading
ACC 799 - Honors Thesis in Accounting
Credits: 4-8
Supervised research leading to the completion of an honors thesis or project in accounting; required for graduation from the honors program in administration for students in the accounting option. Permission of director of undergraduate programs and Accounting and Finance department chair.
Grade Mode: Letter Grading

Administration (ADMN)

ADMN 400 - Introduction to Business
Credits: 0 or 4
This course will introduce students to business organizations, the business disciplines and critical issues in contemporary business. The priority will be in having students develop strong intellectual foundations in business, knowledge of core disciplines of business, and an awareness of businesses' role in the economy and in the larger society. The course will include once a week lectures and also small group discussion sessions. The lectures will be organized by the lead Paul faculty person and include visits and discussions with executives from New Hampshire companies. Writing intensive.
Attributes: Writing Intensive Course
Grade Mode: Letter Grading
ADMN 403 - Computing Essentials for Business
Credits: 0 or 1
Self-paced course covering the fundamental skills and proficiency of general business software applications. Topics will include word processing and spreadsheet applications. Cr/F.
Grade Mode: Credit/Fail Grading

ADMN 410 - Management Information Systems
Credits: 0 or 4
This course provides an introduction to computer literacy, basic computer hardware and software concepts, business applications of information technology and computer ethics. Hands-on exercises include spreadsheets, databases and web pages. Students registering for ADMN 410 are expected to be able to bring a laptop computer to each class session running the Windows version of Microsoft Office Professional (including Microsoft Access). Pre- or Coreq: ADMN 403.
Grade Mode: Letter Grading
ADMN 444 - Business for People, Planet, and Profits
Credits: 4
Many experts and practitioners have realized that the traditional approaches of government and the non-profit sector will not - alone - be enough to solve the myriad of social and environmental challenges facing the world. Rather than seeing big business as "part of the problem" many are considering how the immense power of the private sector can contribute to addressing social and environmental issues. This course will allow students to explore the growing phenomenon of "socially and environmentally conscious capitalism," a more considered type of capitalism with the potential to be a platform for social and environmental change.
Attributes: Social Science (Discovery); Inquiry (Discovery); Writing Intensive Course
Grade Mode: Letter Grading
ADMN 502 - Financial Accounting
Credits: 0 or 4
Fundamentals of financial accounting concepts and procedures for analyzing economic events and the preparation and use of financial statements.
Equivalent(s): ACC 501, ACFI 501
Grade Mode: Letter Grading
ADMN 503 - Managerial Accounting
Credits: 0 or 4
The use of information by managers to (1) determine the cost and profitability of the organization's products or services; (2) plan, control, and evaluate routine operations; and (3) make special non-routine decisions. The demand for managerial accounting information is derived from an integrated treatment of organizational objectives, an orientation to customers, and a focus on activities as the unit of analysis for measurement of cost, quality, and time. Prereq: ADMN 502.
Grade Mode: Letter Grading
ADMN 510 - Business Statistics
Credits: 4
Introductory coverage of statistical methods for managerial decision-making: probability, descriptive and inferential statistics, and regression. Quantitative techniques common to many introductory statistics courses are covered, but the emphasis is on understanding concepts such as uncertainty, inferences from sample data, and model formulation, and on utilizing these techniques as aids in decision-making. Prereq: ADMN 403, MATH 420 or MATH 422 or MATH 424A or MATH 424B or MATH 425.
Attributes: Quantitative Reasoning(Disc)
Equivalent(s): ADMN 420
Mutual Exclusion: No credit for students who have taken ADM 430, BIOL 528, BUS 430, EREC 525, HHS 540, MATH 439, MATH 539, MATH 644, PSYC 402, PSYC 402H, SOC 402, SOC #402H, SOC 502, SOC 502H.
Grade Mode: Letter Grading
ADMN 520 - Topics in Business  
Credits: 1-4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Credit/Fail Grading

ADMN 570 - Introduction to Financial Management  
Credits: 4  
The investments, financing, and dividend decisions of the firm in a global setting. Topics include capital budgeting, designing and issuing securities, manager performance evaluation, resolution of agency problems, and working capital management. Open to PAUL majors only. Prereq: ECON 401. Pre- or Coreq: ADMN 420, ADMN 502; ECON 402. Equivalent(s): ADMN 601  
Grade Mode: Letter Grading

ADMN 575 - Behavior in Organizations  
Credits: 4  
Behavioral science concepts applied to work settings. Focus on understanding and analyzing individual beliefs, values, goals, perceptions, motivation, commitment, and decision making; group structures and processes (interpersonal skills, communication, conflict resolution, leadership, and team work); organizational control systems (rewards, task design, performance appraisal); outcomes (satisfaction and development of the person as well as the organization); and organizational change. Prereq: ADMN 400, ADMN 502. Attributes: Inquiry (Discovery); Writing Intensive Course  
Equivalent(s): BUS 620  
Mutual Exclusion: No credit for students who have taken MGT 535, MGT 580.  
Grade Mode: Letter Grading

ADMN 580 - Quantitative Decision Making  
Credits: 4  
Introduction to the use of quantitative tools in the decision-making process of an organization. Planning and operational problems in the manufacturing and services sectors are emphasized. Topics include forecasting, capacity planning, optimization, project scheduling, simulation and risk analysis, quality, inventory management, and waiting lines. Prereq: ADMN 510 or ADMN 420.  
Grade Mode: Letter Grading

ADMN 585 - Marketing  
Credits: 4  
Covers marketing as the process of planning and developing goods and services to satisfy the needs of target customers: consumers, other businesses, institutions. Focus on how marketing contributes to the firm’s goals through product planning, pricing, promotion, and distribution policies, through both digital and traditional channels. Open to PAUL majors only. Prereq: ADMN 400; ECON 401.  
Mutual Exclusion: No credit for students who have taken HMGT #600, MKTG 530, MKTG 550.  
Grade Mode: Letter Grading

ADMN 620 - Topics in Business  
Credits: 4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading

ADMN 665 - Study Abroad  
Credits: 0-16  
Open to students studying abroad in the discipline as approved by the department chair and Undergraduate Programs Office. Special fee. Cr/F.  
Co-requisite: INCO 588  
Attributes: World Cultures(Discovery)  
Grade Mode: Credit/Fail Grading

ADMN 700 - PAUL Assessment of Core Knowledge  
Credits: 0  
One of the learning objectives in the Business Administration Program is that all students will graduate with an understanding of these core knowledge assembled from the various disciplines that contribute courses to the program. We assess this learning as part of our Assurance of Learning Program. The zero credit course provides an administrative mechanism for accomplishing this goal. Permission required. Cr/F.  
Co-requisite: ADMN 775  
Grade Mode: Credit/Fail Grading

ADMN 720W - Topics in Business  
Credits: 4  
Special topics, vary by semester.  
Attributes: Writing Intensive Course  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading

ADMN 775 - Strategic Management: Decision Making  
Credits: 4  
Capstone course: Problem-solving, decision-making, and strategic thinking relative to managerial, economic, ethical, legal, political, social, and technological aspects of an organization’s environment. Integrates the functional discipline skills within the role of the general manager as leader and chief strategist, organizational builder and doer. Case discussion and analysis, industry and competitive analysis, environmental scanning, industry simulation, strategic audit, stakeholder analysis, values, ethics and social issues management within the public policy process are important course components. Prereq: ADMN 570, ADMN 575, ADMN 580, and ADMN 585.  
Co-requisite: ADMN 700  
Equivalent(s): ADMN 703  
Grade Mode: Letter Grading

ADMN 799 - Honors Thesis/Project  
Credits: 4-8  
Supervised research leading to the completion of an honors thesis or project; required for graduation from the honors program in administration. Prereq: permission of director of undergraduate programs and department chair. Writing intensive. Attributes: Honors course; Writing Intensive Course  
Grade Mode: Letter Grading
Decision Sciences (DS)

DS 444 - Meaning of Entrepreneurship
Credits: 4
This course explores the idea and ideals of entrepreneurship, the creating of value through individual initiative, creativity and innovation. The idea of entrepreneurship is of significant relevance in the highly dynamic and competitive 21st century global economy. It is an idea that is important for students to understand and to critically consider and apply. Encourages the development of multiple views of entrepreneurship, and uses a broad, not just business, approach to the study as it engages students in the subject matter. Open to all majors.
Attributes: Environment, TechSociety(Disc); Inquiry (Discovery); Writing Intensive Course
Grade Mode: Letter Grading

DS 520 - Topics in Decision Sciences
Credits: 4
Special topics, vary by semester.
Repeat Rule: May be repeated for a maximum of 8 credits.
Grade Mode: Letter Grading

DS 620 - Topics in Decision Sciences
Credits: 1-4
Special topics, vary by semester.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

DS 650 - The Mel Rines Student Angel Investment Fund
Credits: 2
The Mel Rines Student Angel Investment Fund is a cross-disciplinary, undergraduate, student-managed private equity fund. The Fund allows students to learn angel and venture capital investment strategies through the first-hand experience of investing in start-up companies. Students evaluate entrepreneur pitches, conduct due diligence on potential investments, work with angel partners, and present to an investment committee their recommendations to invest capital. Students interested in joining the Fund must submit an application and undergo an interview process. Students in good standing may retake the course.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

DS 662 - Programming for Business
Credits: 4
Introduces students to programming concepts. Covers fundamentals including functions, variable types, conditionals, and data structures. Students apply these concepts to a variety of business analytics problems including data collection, wrangling, reshaping, summarizing, and visualization. Prereq: ADMN 410.
Equivalent(s): DS 562
Grade Mode: Letter Grading

DS 671 - Data Visualization and Prescriptive Analytics
Credits: 4
The course focuses on Descriptive and Prescriptive Analytics. Students gain modeling and data analysis and visualization skills necessary to address a wide variety of business problems. In Descriptive Analytics, students learn principles of data visualization, data cleanup and wrangling, advanced data analysis and visualization tools, and dashboard design. In Prescriptive Analytics, students learn advanced spreadsheet modeling/programming, formulating and solving a variety of optimization problems, and performing sensitivity analysis. Prereq: ADMN 410, ADMN 420.
Equivalent(s): DS 766
Grade Mode: Letter Grading

DS 673 - Database Management
Credits: 4
Provides students with the skills necessary to understand the database environment of the firm. Topics include data models, normalization, SQL, data warehouses, and nosQL databases. Students learn to design and implement moderately complex relational databases in multi-user, client/server environments. Prereq: ADMN 410.
Equivalent(s): DS 773
Grade Mode: Letter Grading

DS 720 - Topics in Decision Sciences II
Credits: 4
Introduces students to commonly used predictive analytics techniques and necessary programming with focus on regression analysis and model building. The course coverage is supported with real data applications and illustrations. The topics include linear and non-linear regression model building/selection, residual analysis, search algorithms, generalized linear models/classification, and clustering algorithms.
Repeat Rule: May be repeated for a maximum of 8 credits.
Grade Mode: Letter Grading

DS 741 - Private Equity/Venture Capital
Credits: 4
The focus is private equity in the context of financing innovation especially from the investor's perspective. This course covers screening entrepreneurial ideas and business plans through the spectrum of entrepreneurial financing stages from seed, start-up, later-stage 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 users intelligence on the private markets, angels, venture capital, mergers & acquisitions, and private companies. Prereq: ADMN 570 and senior standing.
Grade Mode: Letter Grading

DS 742 - Internship in Entrepreneurial and Management Practice
Credits: 4
Involves working for leading companies and dynamic entrepreneurs, as well as classroom instruction. The priority experiential, real-world, and real-time learning in the high-growth environment of entrepreneurial ventures. Focus on several topic areas, including venture capital. Prereq: senior standing; permission.
Grade Mode: Letter Grading

DS 768 - Forecasting Analytics
Credits: 4
The course focuses on Predictive Analytics. Businesses and organizations need to be able to forecast effectively in order to make decisions. Students learn the background necessary to develop forecasts for real-world business situations. An applied, hands-on approach is used in the course. Students learn and use SAS to analyze data and fit models. Topics include regression analysis in forecasting, model building, residual checking, analysis of seasonal and cyclical trends, and times series models. Prereq: ADMN 420.
Grade Mode: Letter Grading

DS 774 - E-Business
Credits: 4
Covers the concepts, tools, and strategies for understanding the challenges and exploiting the opportunities associated with e-commerce/e-business. Students gain a comprehensive understanding of online payment systems, cyber security, e-commerce marketing and advertising, web development, and web and social media analytics. Prereq: ADMN 410 and junior standing. DS 562 or CS 405 is strongly recommended.
Grade Mode: Letter Grading
FIN 620 - Topics in Finance I
Credits: 2-4
Special topics, vary by semester. Repeat Rule: May be repeated for a maximum of 8 credits.
Grade Mode: Letter Grading

FIN 650 - Wildcat Investment Fund
Credits: 2
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

FIN 701 - Financial Policy
Credits: 4
Development of analytical tools and practical skills for recognizing and solving complex problems of business finance. Working-capital management, capital budgeting, cost of capital, capital structure, and dividend policy. Prereq: ADMN 570.
Equivalent(s): ACFI 701
Grade Mode: Letter Grading

FIN 702 - Investments Analysis
Credits: 4
Equivalent(s): ACFI 702
Grade Mode: Letter Grading

FIN 703 - International Financial Management
Credits: 4
Financial Management problems facing multinational firms. Primary focus on effects of currency denominations on financial decisions. Prereq: ADMN 570.
Equivalent(s): ACFI 703
Grade Mode: Letter Grading

FIN 704 - Derivatives Securities and Markets
Credits: 4
Derivative assets and markets, and their role in business decision-making and portfolio management. Emphasis on practical and theoretical aspects of hedging and speculating using futures and options for both commodities and financial assets, including their market mechanics. Prereq: ADMN 570.
Equivalent(s): ACFI 704
Grade Mode: Letter Grading

FIN 705 - Financial Institutions
Credits: 4
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 570.
Attributes: Writing Intensive Course
Equivalent(s): ACFI 705
Grade Mode: Letter Grading

FIN 706 - Financial Modeling and Analytics
Credits: 4
The main objective of the course is to bridge the gap between theory and practice by using software applications and real-world data to solve a variety of financial problems. The course is very 'hands-on' and is expected to help students develop skills that are useful in a variety of jobs in finance, accounting, insurance, and real estate. Prereq: ADMN 570.
Equivalent(s): ACFI 706
Grade Mode: Letter Grading

FIN 707 - Equity Analysis and Firm Valuation
Credits: 4
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. Prereq: ADMN 570.
Equivalent(s): ACFI 707
Grade Mode: Letter Grading

FIN 708 - Real Estate Finance
Credits: 4
This course provides an introduction to residential and commercial real estate. Topics include market analysis, cash flows, debt and equity financing, valuation, and real estate investment trusts. Case studies, projects, and real world applications of the concepts learned are significant components of the course. Prereq: ADMN 570 or HMGT 655.
Equivalent(s): ACFI 708
Grade Mode: Letter Grading

FIN 709 - Mortgage Banking and Fixed Income Securities
Credits: 4
This course focuses on bonds and the bond market. While the cash flows of bonds are specified, their valuation is particularly challenging given interest rate movements, embedded optionality, and credit risk. As part of an examination of structured products, the course will examine the process of creating, valuing, and trading mortgages. Further, the course demonstrates the skills needed to manage fixed income portfolios in light of both client specific objectives and the market environment. Prereq: ADMN 570 or HMGT 655, ACFI 702.
Equivalent(s): ACFI 709
Grade Mode: Letter Grading

FIN 710 - Big Data in Finance
Credits: 4
This course serves as an introduction to many aspects of big data utilization, specifically as it applies to finance. Topics typically include high frequency trading, stock market anomalies, data management, fintech innovations, and safety and ethics when working with big data. Programming languages common to finance, such as Stata, SAS, and Python, are learned and used to analyze and manipulate data. Prereq: ADMN 570.
Equivalent(s): ACFI 710
Grade Mode: Letter Grading
FIN 711 - Investment Banking  
Credits: 4  
This course explores several areas of investment banking. Investment bankers play a critical role in financial markets. Among their many roles, they provide advisory services to firms, help raise capital, and assist with complex financial transactions such as mergers and acquisitions. Course topics typically include company strategy, valuation, initial public offerings (IPOs), leveraged buyouts (LBOs), and mergers and acquisitions (M&A). Prereq: ADMN 570. Students cannot earn credit for the course after taking FIN 720 as Investment Banking.  
Grade Mode: Letter Grading

FIN 714W - Financial Scandals, Upheavals, and Crises  
Credits: 4  
This course takes a multidimensional approach to the circumstances that create tumult in the financial world and, by extension, society. Disruptive events in financial history are explored from different perspectives often considering the financial innovations, ethical issues, and notions of economic justice that are involved. The course is writing intensive and requires extensive reading, introspection, and critical thinking. Prereq: ADMN 570. *Students cannot earn credit for the course after taking FIN 720W as Financial Scandals.*  
Attributes: Writing Intensive Course  
Grade Mode: Letter Grading

FIN 720 - Topics in Finance II  
Credits: 4  
Special topics, vary by semester. Prereq: ADMN 570.  
Repeat Rule: May be repeated for a maximum of 16 credits.  
Grade Mode: Letter Grading

FIN 720W - Topics in Finance II  
Credits: 4  
Special topics, vary by semester. Prereq: ADMN 570.  
Attributes: Writing Intensive Course  
Repeat Rule: May be repeated for a maximum of 16 credits.  
Grade Mode: Letter Grading

FIN 725 - Independent Studies in Finance  
Credits: 1-4  
Student-designed individual research projects, approved by a faculty sponsor. Paper required. Course credits vary according to the nature of the project, to be determined by the faculty sponsor. For juniors and seniors in high standing; by permission.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading

FIN 795 - Internships in Finance  
Credits: 1-4  
Finance fieldwork in a business or other type of organization. Supervision provided by the organization, and consultation provided by the faculty sponsor. Written report required. Course credits vary according to the nature of the fieldwork, to be determined by the faculty sponsor. For juniors and seniors in high standing; by permission.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Credit/Fail Grading

Management (MGT)  
MGT 520 - Topics in Management  
Credits: 4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 8 credits.  
Grade Mode: Letter Grading

MGT 535 - Organizational Behavior  
Credits: 4  
Application of behavioral science concepts to work settings in profit and nonprofit organizations. Individual settings behavior, interpersonal relations, work groups, relations among groups studied in the context of organizational goals and structure. Experiential focus. For non-business administration majors and minors.  
Equivalent(s): MGT 580  
Mutual Exclusion: No credit for students who have taken ADMN 575.  
Grade Mode: Letter Grading

MGT 540 - Leadership in the 21st Century  
Credits: 4  
This course provides students with the opportunity to explore leadership through multiple modes of inquiry and learning experiences. The emphasis is on students’ development of their own philosophies of leadership through self-reflection, peer-to-peer dialogue, and experiential learning opportunities. This multi-modal learning experience better prepares students to take on 21st century leadership challenges.  
Equivalent(s): MGT 585  
Grade Mode: Letter Grading

MGT 620 - Topics in Management  
Credits: 4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading

MGT 630 - Leading in Diverse Organizations  
Credits: 4  
This course is designed to help students navigate diverse organizational settings more effectively and improve their ability to work within and lead diverse teams and organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference, discrimination and bias, equality, and equity in organizations and society and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation and organizational effectiveness.  
Prerequisite(s): PHIL 431 with a minimum grade of C- and ADMN 575 with a minimum grade of C-.  
Grade Mode: Letter Grading

MGT 640 - Human Resource Management  
Credits: 4  
This course introduces the fundamentals of Human Resource Management (HRM) and how HR is using data to drive decision making (People Analytics). HRM should be an essential part of any business strategy to be integrated into the traditional trio of finance, marketing and operations. In most organizations, Human resource related costs are by far the number one line of operating expenses. But to earn and maintain a seat at the table, and help make data-informed strategic decisions, HR partners will need to bring a solid knowledge about gathering the right data, choosing appropriate analysis, and interpreting and communicating findings in a meaningful way. Prereq: ADMN 575 or MGT 580 or MGT 535.  
Grade Mode: Letter Grading
MGT 642 - Talent Acquisition
Credits: 4
This course is designed to provide an understanding of organizational staffing and hiring with an emphasis on issues that impact staffing in modern organizations. It will cover multiple aspects of the staffing process, including recruitment, assessment, and selection methods and procedures. In addition, the utility of methods used in job analysis, performance measurement, and internal and external market analysis will be discussed. This course is project intensive; students will be responsible for creating job descriptions, developing recruitment strategies, and building basic selection systems. Prereq: ADMN 575 or MGT 580 or MGT 535 or HMGT 635.
Grade Mode: Letter Grading

MGT 666 - Exploration in Entrepreneurial Management
Credits: 4
Examines 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 marketing problems of entrepreneurs and new enterprises. Prereq: ADMN 575 or MGT 580 or MGT 535, ADMN 585 or MKTG 550 or MKTG 530, ADMN 502 or ACFI 501 or ACCT 501.
Attributes: Writing Intensive Course
Equivalent(s): MGT 732, MGT 733
Grade Mode: Letter Grading

MGT 666 - Judgment Days: Revelations for Negotiating in your Favor
Credits: 4
Negotiation is the art and science of securing agreements between two or more interdependent parties seeking to maximize their outcomes. Negotiating and decision-making are essential managerial skills, necessary for influencing employees and stakeholders. This course will draw on the latest research, to help you 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. Prereq: ADMN 575 or MGT 580 or MGT 535 or MGT 635.
Grade Mode: Letter Grading

MGT 701 - Stakeholder Engagement & Sustainable Businesses
Credits: 4
Demands on strategy have expanded in a new era of capitalism. Businesses must assume responsibility for addressing complex issues at the intersection of business and society. This course prepares students to drive change by leading purpose-driven businesses that engage all stakeholders, not just shareholders and management. Conscious capitalism and realizing that everything connects to everything else – ethics, economics, politics, culture, technology, environment – is the foundation for growing businesses while simultaneously solving global societal challenges.
Prerequisite(s): ADMN 575 with a minimum grade of C-
Equivalent(s): ADMN 701
Grade Mode: Letter Grading

MGT 713 - Leadership Assessment and Development
Credits: 4
Activities and exercises to help students determine their ideal job upon graduation as well as their career goals for the next three to five years. Students learn a matrix of key leadership behaviors and skills that distinguish high-performing managers and executives. Each student’s behavior is assessed using this model so that students can determine the leadership behaviors and skills they most need to develop to meet their early career goals. Faculty assist students in developing a personal leadership development plan to focus professional energy, efforts, and achievements over the next three to five years. Prereq: ADMN 575.
Grade Mode: Letter Grading

MGT 714 - Organizational Changemaker Skills
Credits: 4
This course will leverage research from strategy, economics, organizational behavior, psychology, and sociology to understand organizations' dynamic and ever-changing nature. This multi-disciplinary view will cut across organizational levels to examine frame-breaking change at the macro level, like major strategy shifts to the more micro implications of team change like member churn. Students will learn how to diagnose organizational problems, communicate issues, options, and recommendations, and lead change efforts at the team and organizational level.
Prerequisite(s): ADMN 575 with a minimum grade of C-
Equivalent(s): MGT 614
Grade Mode: Letter Grading

MGT 720 - Topics in Management II
Credits: 4
Special topics, vary by semester.
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

MGT 720W - Topics in Management II
Credits: 4
Special topics, vary by semester.
Attributes: Writing Intensive Course
Repeat Rule: May be repeated for a maximum of 12 credits.
Grade Mode: Letter Grading

MGT 733 - Launching New Ventures
Credits: 4
This capstone course in the Entrepreneurial Studies option builds on business ideas developed during previous courses. Focused on developing a well-researched business plan and turning that into a high-quality "pitch", students have the opportunity to develop the skills needed to launch their own entrepreneurial venture, work for new ventures, and/or launch new ventures/products within an existing organization. Students will be part of UNH's Holloway Competition and will build relationships within New Hampshire’s entrepreneurial ecosystem. Prereq: DS 741; MGT 742 or DS 742.
Attributes: Writing Intensive Course
Equivalent(s): MGT 662, MGT 732
Grade Mode: Letter Grading
**MGT 755 - Global Mindset for Sustainable Business**

*Credits*: 4

A global mindset is the awareness and skills needed to communicate and manage across cultures as well as understanding how national/cultural contexts shape views of ethics and sustainability. A global mindset is not just for students who will work overseas. Almost all businesses today have international suppliers and/or customers. The course will provide students with the theoretical understanding and practical tools they need to develop a global mindset using a combination of active learning experiences.

**Attributes**: Writing Intensive Course

**Prerequisite(s)**: ADMN 575 with a minimum grade of C-.

**Grade Mode**: Letter Grading

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**Marketing (MKTG)**

**MKTG 520 - Topics in Marketing**

*Credits*: 1-4

Special topics covering a variety of marketing principles, topics vary by semester.

**Repeat Rule**: May be repeated for a maximum of 12 credits.

**Grade Mode**: Letter Grading

**MKTG 530 - Survey of Marketing**

*Credits*: 4

Focuses on marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. For business administration minors and non-business administration majors.

**Equivalent(s)**: MKTG 550

**Mutual Exclusion**: No credit for students who have taken ADMN 585, HMGT #600.

**Grade Mode**: Letter Grading

**MKTG 547 - Promotion and Advertising**

*Credits*: 4

Focuses on advertising and promotions while providing coverage of other marketing communication tools (direct marketing, point-of-purchase, personal selling, public relations). Examines both traditional and electronic/online/digital approaches to advertising and promotions as means to each audiences with messages that support the organization’s goals. Prereq: MKTG 550.

**Equivalent(s)**: MKTG 557

**Grade Mode**: Letter Grading

**MKTG 620 - Topics in Marketing**

*Credits*: 4

Special topics covering a variety of marketing principles, topics vary by semester. Prereqs: MKTG 550 or MKTG 530 or ADMN 585.

**Repeat Rule**: May be repeated for a maximum of 12 credits.

**Grade Mode**: Letter Grading

**MKTG 620T - Topics in Marketing - Study Away**

*Credits*: 4

Special topics covering a variety of marketing principles, topics vary by semester. Prereq: MKTG 550 or MKTG 530 or ADMN 585. Special Fee.

**Repeat Rule**: May be repeated for a maximum of 12 credits.

**Grade Mode**: Letter Grading

**MKTG 644 - Retail Management in an Omnichannel World**

*Credits*: 4

Success in retail requires managing multiple channels - online, traditional brick & mortar, and hybrid combinations. This course examines a broad range of retail management topics covering retailer types, selection of channels and locations, understanding online and in-store shopper behavior, financial strategy, purchasing, merchandise assortments including across products and services retailing, pricing, visual merchandising, and customer service and experience. Prereq: ADMN 585 or MKTG 550 or MKTG 535.

**Equivalent(s)**: MKTG 754

**Grade Mode**: Letter Grading

**MKTG 649 - Foundations of Personal Selling**

*Credits*: 4

The Foundations of Personal Selling combines heavy experiential learning with the academic principles of relationship selling to prepare students for the professional world. Students learn personal selling as they develop an understanding of, and appreciation for, applying the consultative sales process through partnering with customers. This course is ideal for those exploring a career in sales or simply interested in knowing how to sell their own strengths.

**Equivalent(s)**: MKTG 559, MKTG 759

**Grade Mode**: Letter Grading

**MKTG 650 - Professional Sales Group**

*Credits*: 2

The Professional Sales Group is an elite experiential sales and leadership course where students actively train for, host, and compete in sales competitions and business networking events. These sales role-play competitions use real business case scenarios, with corporate professionals and alumni as buyers & judges, to simulate selling experiences for the students. Students in good standing may retake the course.

**Repeat Rule**: May be repeated for a maximum of 12 credits.

**Grade Mode**: Letter Grading

**MKTG 652 - Digital Marketing Agency**

*Credits*: 2

Voice Z gives students the opportunity to gain real-world marketing experience by working hand in hand with clients to create impactful and innovative digital marketing campaigns. Admission to the course is competitive through an application process each April for the following year. Students accepted into the Voice Z Digital Marketing Agency for the Fall Semester are expected to continue through the Spring semester.

**Repeat Rule**: May be repeated for a maximum of 12 credits.

**Grade Mode**: Letter Grading

**MKTG 689 - Advanced Sales**

*Credits*: 4

Advanced Sales is for students looking to enter a professional sales career upon graduation. This course builds on the consultative and relationship selling processes, concepts and experiences in their sales introductory course. Students learn and practice adaptability through cases, exercises, and role-plays while introducing, and using, increasingly important sales enabling technologies. Key skill components covered include prospecting, time management, and communicating value through storytelling.

**Prerequisite(s)**: (MKTG 559 with a minimum grade of D- or MKTG 649 with a minimum grade of D- or MKTG 759 with a minimum grade of D-).

**Grade Mode**: Letter Grading
MKTG 720 - Topics in Marketing II  
Credits: 4  
Special topics covering a variety of marketing principles, topics vary by semester. Prereq: ADMN 585.  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading  

MKTG 720T - Topics/Study Away  
Credits: 4  
Special topics study away; may be repeated. Prereq: ADMN 585 or HMGT #600. Special fee.  
Co-requisite: INCO 589  
Grade Mode: Letter Grading  

MKTG 720W - Topics in Marketing II  
Credits: 4  
Special topics covering a variety of marketing principles, topics vary by semester. Prereq: ADMN 585.  
Attributes: Writing Intensive Course  
Repeat Rule: May be repeated for a maximum of 12 credits.  
Grade Mode: Letter Grading  

MKTG 750 - Marketing Strategy  
Credits: 4  
An integrative marketing course designed to provide the student with a cohesive understanding of marketing decision making through the exploration of marketing problems with an emphasis on qualitative analysis as well as strategy formulation. Through the use of case studies, the course is designed for students who want to learn and apply what they learn, and thus emphasizes both the understanding and the application of concepts and practices in marketing strategy. Prereq: ADMN 585. MKTG 752 and/or MKTG 753 are recommended.  
Equivalent(s): ADMN 750  
Grade Mode: Letter Grading  

MKTG 752 - Marketing Research  
Credits: 4  
Understanding fundamental concepts, tools, and methods used in conducting a marketing research study. Taking general managerial problems and structuring them in terms of specific questions amenable to research. Developing a competence in designing and conducting common qualitative and quantitative research (e.g., survey research). Students will learn various statistic techniques commonly used in marketing research and be able to use these analyses to provide managerial recommendations. Prereq: ADMN 585 or HMGT #600.  
Equivalent(s): ADMN 752  
Grade Mode: Letter Grading  

MKTG 753 - Consumer/Buyer Behavior  
Credits: 4  
Covers concepts, models, and theories from the behavioral sciences applied to consumer decision making and purchasing behavior. Examines consumer behavior from economic, psychological, sociological, and anthropological perspectives. Topic coverage includes discussion of marketing strategies and tactics to understand and influence consumer choice. Prereq: ADMN 585 or HMGT #600. Writing intensive.  
Attributes: Writing Intensive Course  
Grade Mode: Letter Grading  

MKTG 755 - International Franchising  
Credits: 4  
Designed to provide an understanding of franchising as a system of distribution and business expansion. Franchising is studied from both the perspectives of the franchise and the franchiser. In addition, economic, financial, and legal issues associated with franchising are covered. By the end of the course, students have skills and sources of information that permit sound assessment of the business opportunities available in franchising. Prereq: ADMN 585 or HMGT #600. (Also offered as HMGT 756.)  
Grade Mode: Letter Grading  

MKTG 757 - Integrated Marketing Communication  
Credits: 4  
Provides balanced coverage of all marketing communication tools: advertising, sales promotion, public relations, direct marketing, personal selling, POP, packaging, sponsorships, licensing, and customer service. Emphasizes the integration of these tools to send target audiences a consistent, persuasive message that promotes the organization’s goals. Prereq: ADMN 585 or HMGT #600.  
Grade Mode: Letter Grading  

MKTG 760 - International Marketing  
Credits: 4  
Environmental factors affecting international trade: culture and business customs, political and legal factors and constraints, economic and technological development, and the international monetary system. Integration of these with the marketing management functions of market research and segmentation; product, promotion, distribution, and pricing decisions. Prereq: ADMN 585 or HMGT #600.  
Equivalent(s): ADMN 760  
Grade Mode: Letter Grading  

MKTG 763 - Marketing Analytics  
Credits: 4  
Marketing Analytics introduces students to the fascinating world of marketing analytics. It provides a broad perspective on product, consumer, marketing-mix, and digital analytics areas. It blends the art and science of marketing and orient students to the systematic use of data and empirical models, which enhance the decision-making of a company about its customers, competitors, and the industry. Prereq: ADMN 585 or HMGT #600. Pre- or Coreq: ADMN 580.  
Grade Mode: Letter Grading  

MKTG 764 - New Product Development  
Credits: 4  
Tactical and strategic issues concerned with the development and marketing of product and service innovations. Equips students with the concepts, tools, and approaches useful in the development, management, and marketing of products and services. Provides an integrated experience of the process of uncovering customer problems, understanding these problems, and providing superior solutions. Prereq: ADMN 585 or HMGT #600.  
Grade Mode: Letter Grading  

MKTG 765 - Applications in Digital Marketing  
Credits: 4  
This class will introduce students to the different disciplines that make up digital marketing in order to better prepare them for roles as either digital marketing generalists (where they will need to appreciate and possess a broad understanding of these disciplines), or as digital marketing specialists, (where they will need to focus on and master one of these disciplines). Prereq: ADMN 585.  
Grade Mode: Letter Grading
MKTG 775 - Marketing Workshop
Credits: 4
This course is open only to senior marketing option students and serves as their capstone learning experience. Students work in small teams on a real-world marketing problem given them by outside business, non-profits, or government agencies. The teams conduct extensive field research, formulate strategy, and then implement, or test marketing campaign ideas and programs. Prereq: ADMN 585, 2 courses from MKTG 752, MKTG 753, or MKTG 763.
Attributes: Writing Intensive Course
Equivalent(s): MKTG 762
Grade Mode: Letter Grading

Faculty

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