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 (AACSB) 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 703 (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 declare an option within the business administration program. Bachelor of Science in Business Administration requires the completion of 136 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.
and obtain departmental approval. Prereq: ADMN 502. 

revenue recognition. Students wishing to repeat ACFI 621 must request 

Address and resolve issues and problems in financial reporting. Topics 

Conceptual framework of accounting. Development of the capacity to 

Examination of the nature and applicability of accounting theory and the 

Credits: 

ACC 721 - Intermediate Financial Accounting I 

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 

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 

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 

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. 

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 

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 

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. 

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

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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 

Mutual Exclusion: No credit for students who have taken ADMN 502. 

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. 

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. 

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 502. 

Equivalent(s): ACFI 621 

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 

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 

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 

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. 

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 

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 

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.
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.

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  

ADMN 403 - Computing Essentials for Business  
Credits: 0 or 4  
Self-paced course covering the fundamental skills and proficiency of general business software applications. Topics will include word processing and spreadsheet applications. Cr/F.

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.

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  

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.  
Mutual Exclusion: No credit for students who have taken ACC 501, ACFI 501.

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.  
Equivalent(s): ADMN 533

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.

ADMN 520 - Topics in Business  
Credits: 1-4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 12 credits.

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. Prereq or Coreq: ADMN 420, ADMN 502; ECON 402.  
Equivalent(s): ADMN 601

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.

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.
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.
ADMN 620 - Topics in Business
Credits: 4
Special topics, vary by semester.
Repeat Rule: May be repeated for a maximum of 12 credits.
ADMN 685 - 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)
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
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.
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
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

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. (Also offered as MGT 444.) Writing intensive.
Attributes: Environment, TechSociety(Disc); Inquiry (Discovery); Writing Intensive Course
Equivalent(s): MGT 444

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

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.

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 projects on potential investments, and work with angel partners. An officer corps is responsible for structuring and coordinating the class. Students in good standing may retake the course. Prereq: permission.
Repeat Rule: May be repeated for a maximum of 12 credits.

DS 662 - Business Applications Development
Credits: 4
The course focuses on topics related to designing and using information technology in a business setting. Students gain knowledge and skills in application design, development, deployment, and management. A hands-on approach is used, providing students with opportunities to develop and refine their knowledge and skills. The course introduces software engineering concepts using movie metaphors, and students develop fun, socially-relevant three-dimensional animations. Students also gain experience with object oriented programming using the Java programming language. Prereq: ADMN 410.
Equivalent(s): DS 562

DS 671 - Business Analytics and Spreadsheet Modeling
Credits: 4
The course focuses on Descriptive and Prescriptive Analytics. Students gain modeling and analysis skills necessary to address a wide variety of business problems. Topics covered include general modeling and analysis principles, principles and practices of good spreadsheet model design, optimization, simulation, decision analysis, and Visual Basic for Applications. Students develop a decision support tool for a real-world problem. Prereq: ADMN 410, ADMN 420.
Equivalent(s): DS 766
DS 673 - Database Management and Systems Analysis  
Credits: 4  
Provides students with the skills necessary to understand the database environment of the firm and a background to develop moderately complex, stand-alone databases. Gives the foundation to study database development in multiuser, client/server environments. Prereq: ADMN 410.  
Equivalent(s): DS 773

DS 720 - Topics in Decision Sciences II  
Credits: 4  
Special topics, vary by semester.  
Repeat Rule: May be repeated for a maximum of 8 credits.

DS 741 - Private Equity/Venture Capital  
Credits: 4  
This course will notably increase knowledge and understanding of the private equity financing market, develop analytical skills in evaluating private equity financing details, learn from the experience of market practitioners, and enhance oral and written presentation skills. Prereq: ADMN 570 and senior standing.

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.  
Equivalent(s): MGT 742

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.

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. Provides an understanding of the technology platform and its components. Additional material covers various models of e-commerce/e-business and its impacts on the firm's performance. Prereq: ADMN 410 and junior standing. DS 562 or CS 405 is strongly recommended.

DS 775 - Corporate Project Experience  
Credits: 4  
Provides real-life experience in organizations. Work in groups on information systems and/or projects identified by sponsoring organizations. Integrate concepts and skills learned in prior business and technology courses. Learn project management concepts, work with project management tools, and use presentation techniques. Prereq: senior standing. DS 773, two additional Information Systems & Business Analytics Option courses.

Finance (FIN)  
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.
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, HMGT 655.  
Equivalent(s): ACFI 708

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

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

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.

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.

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.

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.

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.

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.

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

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

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.

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.

MGT 647 - Business Law I  
Credits: 4  
Law of contracts, agency, sales, negotiable instruments, real and personal property, partnership and corporations, with application of the Uniform Commercial Code. Prereq: Junior standing, ECON 401, ECON 402, and ADMN 420.  
Equivalent(s): ADMN 647
MGT 662 - 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

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.

MGT 701 - Business, Government, and Society
Credits: 4
Managerial problem solving and decision making relative to economic, ethical, legal, political, social, and technological aspects of an organization's environment. Case discussion, stakeholder analysis, managerial values and ethics, and social issues management are important course components. Open to PAUL majors only. Prereq: ADMN 575; at least two of ADMN 570 or ADMN 580 and ADMN 585..
Equivalent(s): ADMN 701

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.

MGT 714 - Organizational Leadership and Structure
Credits: 4
How structural characteristics in an organization (e.g., the design of roles, reporting relationships, coordinating mechanisms, communication systems, and processes, etc.) affect whether leader actions and choices enable or prevent high performance. An open systems framework is used to assess how reactions to change occurring inside and outside an organization determine whether individuals, groups, and organizations position themselves to adapt, grow and develop, or decline. Examination of individual roles in organizations. Prereq: ADMN 575.
Equivalent(s): MGT 614

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.
Equivalent(s): MKTG 557

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, HMG 600.

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

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

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 ADMN 550 or MKTG 529.  
Equivalent(s): ADMN 754

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

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. Prereq: MKTG 559 or MKTG 649 or MKTG 759.

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.

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

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.

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

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

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

MKTG 756 - 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.)

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.

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
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 orients 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.

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.

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.

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 to them by outside business, non-profits, or government agencies. They 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

Faculty

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