

New York University Bulletin
2010-2011

Leonard N. Stern
School of Business

The Undergraduate College

Announcement for the 111th Session

Tisch Hall
40 West Fourth Street
New York, New York 10012

Notice: The policies, requirements, course offerings, schedules, activities, tuition, fees, and calendar of the school and its departments and programs set forth in this bulletin are subject to change without notice at any time at the sole discretion of the administration. Such changes may be of any nature, including, but not limited to, the elimination of the school or college, programs, classes, or activities; the relocation of or modification of the content of any of the foregoing; and the cancellation of scheduled classes or other academic activities.

Payment of tuition or attendance at any classes shall constitute a student's acceptance of the administration's rights as set forth in the above paragraph.

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AN INTRODUCTION TO NEW YORK UNIVERSITY

The founding of New York University in 1831 by a group of eminent private citizens was a historic event in American education. In the early 19th century, a major emphasis in higher education was on the mastery of Greek and Latin, with little attention given to modern or contemporary subjects. The founders of New York University intended to enlarge the scope of higher education to meet the needs of persons aspiring to careers in business, industry, science, and the arts, as well as in law, medicine, and the ministry. The opening of the University of London in 1828 convinced New Yorkers that New York, too, should have a university.

The first president of New York University's governing council was Albert Gallatin, former adviser to Thomas Jefferson and secretary of the treasury in Jefferson's cabinet. Gallatin and his cofounders said that the new university was to be a "national university" that would provide a "rational and practical education for all."

The result of the founders' foresight is today a university that is recognized both nationally and internationally as a leader in scholarship. Of the more than 3,000 colleges and universities in America, only 60 institutions are members of the distinguished Association of American Universities. New York University is one of the 60. Students come to the University from all 50 states and from over 130 foreign countries.

The University includes 18 schools, colleges, and institutes at major centers in Manhattan, Brooklyn, and Abu Dhabi (UAE). In addition, the University operates a branch campus program in Rockland County at St. Thomas Aquinas College. Certain of the University's research facilities, notably the Nelson Institute of Environmental Medicine, are located in Sterling Forest, near Tuxedo, New York. Although overall the University is large, the divisions are small- to moderate-sized units—each with its own traditions, programs, and faculty.

Enrollment in the undergraduate divisions of the University ranges between 130 and 7,672. While some introductory classes in some programs have large numbers of students, many classes are small. Nearly 4,600 undergraduate courses are offered. The University overall grants more than 25 different degrees.

The Schools, Colleges, Institutes, and Programs of the University
(in order of their founding)

| | | |
|------|--|--|
| 1832 | College of Arts and Science | <i>cas.nyu.edu</i> |
| 1835 | School of Law | <i>law.nyu.edu</i> |
| 1841 | School of Medicine | <i>school.med.nyu.edu</i> |
| 1865 | College of Dentistry | <i>nyu.edu/dental</i> [including the College of Nursing (1947) <i>nyu.edu/nursing</i>] |
| 1886 | Graduate School of Arts and Science | <i>gsas.nyu.edu</i> |
| 1890 | Steinhardt School of Culture, Education, and Human Development | <i>steinhardt.nyu.edu</i> |
| 1900 | Leonard N. Stern School of Business | <i>stern.nyu.edu</i> |
| 1922 | Institute of Fine Arts | <i>nyu.edu/gsas/dept/fineart</i> |
| 1934 | School of Continuing and Professional Studies | <i>scps.nyu.edu</i> |
| 1934 | Courant Institute of Mathematical Sciences | <i>cims.nyu.edu</i> |
| 1938 | Robert F. Wagner Graduate School of Public Service | <i>wagner.nyu.edu</i> |
| 1960 | Silver School of Social Work | <i>nyu.edu/socialwork</i> |
| 1965 | Tisch School of the Arts | <i>tisch.nyu.edu</i> |
| 1972 | Gallatin School of Individualized Study | <i>nyu.edu/gallatin</i> |
| 1972 | Liberal Studies Program | <i>liberalstudies.nyu.edu</i> |
| 2006 | Institute for the Study of the Ancient World | <i>nyu.edu/isaw</i> |
| 1854 | Polytechnic Institute of New York University | <i>poly.edu</i> (affiliated 2008) |
| 2010 | New York University Abu Dhabi | <i>nyuad.nyu.edu</i> |

New York University and New York

New York University Libraries

The Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of a five-library system that provides access to the world's scholarship and serves as a center for the NYU community's intellectual life. With four million print volumes, 68,000 serial subscriptions, 50,000 electronic journals, half a million e-books, 105,000 audio and video recordings, and 25,000 linear feet of archival materials, the collections are uniquely strong in the performing arts, radical and labor history, and the history of New York and its avant-garde culture. The library's Web site, *library.nyu.edu*, received 2.8 million visits in 2008-2009.

Bobst Library offers 45 miles of open stacks and approximately 2,500 seats for student study. The Avery Fisher Center for Music and Media, one of the world's largest academic media centers, has 134 carrels for audio listening and video viewing and three multimedia classrooms. Last year the center filled more than 70,000 research requests for audio and video material. The Digital Studio offers a constantly evolving, leading-edge resource for faculty and student projects and promotes and supports access to digital resources for teaching, learning, research, and arts events. The Data Service Studio provides expert staff and access to software, statistical computing, geographical information systems analysis, data collection resources, and data management services in support of quantitative research at NYU.

The Fales Library, a special collection within Bobst Library, is home to the unparalleled Fales Collection of English and American Literature; the Food Studies Collection, a rich and growing trove of cookbooks, food writing, pamphlets, paper, and archives dating from the 1790s; and the Downtown Collection, an extraordinary multimedia archive documenting the avant-garde New York art world since 1975. Bobst Library also houses the Tamiment Library, the country's leading repository of research materials in the history of left politics and labor. Two fellowship programs bring scholars from around the world to Tamiment to explore the history of the Cold War and its wide-ranging impact on American institutions and to research academic freedom and promote public discussion of its history and role in our society. Tamiment's Robert F. Wagner Labor Archives contain, among other resources, the archives of the Jewish Labor Committee and of more than 200 New York City labor organizations.

The Barbara Goldsmith Preservation and Conservation Department in Bobst Library comprises laboratories for book, film, and audio/video conservation. Its preservation projects often provide training for students in many aspects of book, paper, and media preservation. In a groundbreaking initiative funded by the Andrew W. Mellon Foundation, the Division of Libraries in 2008 completed development of rationales and strategies for all aspects of moving image and audio preservation, consulting with a variety of other institutions to identify and test best practices and disseminating them throughout the archival community.

Beyond Bobst, the library of the renowned Courant Institute of Mathematical Sciences focuses on research-level material in mathematics, computer science, and related fields. The Stephen Chan Library of Fine Arts at the Institute of Fine Arts (IFA) houses the rich collections that support the research and curricular needs of the institute's graduate programs in art history and archaeology. The Jack Brause Real Estate Library at

the Real Estate Institute, the most comprehensive facility of its kind, serves the information needs of every sector of the real estate community. The Library of the Institute for the Study of the Ancient World (ISAW) is a resource for advanced research and graduate education in ancient civilizations from the western Mediterranean to China. Complementing the collections of the Division of Libraries are those of the libraries of NYU's School of Medicine, Dental Center, and School of Law.

The NYU Division of Libraries continually enhances its student and faculty services and expands its research collections, responding to the extraordinary growth of the University's academic programs in recent years and to the rapid expansion of electronic information resources. Bobst Library's professional staff includes more than 30 subject specialists who select materials and work with faculty and graduate students in every field of study at NYU. The staff also includes specialists in undergraduate outreach, instructional services, preservation, electronic information, and digital libraries.

The Grey Art Gallery, the University's fine arts museum, presents three to four innovative exhibitions each year that encompass all aspects of the visual arts: painting and sculpture, prints and drawings, photography, architecture and decorative arts, video, film, and performance. The gallery also sponsors lectures, seminars, symposia, and film series in conjunction with its exhibitions. Admission to the gallery is free for NYU staff, faculty, and students.

The New York University Art Collection, founded in 1958, consists of more than 5,000 works in a wide range of media. The collection primarily comprises late-19th-century and 20th-century works; its particular strengths are American painting from the 1940s to the present and 20th-century European prints. A unique segment of the NYU Art Collection is the Abby Weed Grey Collection of Contemporary Asian and Middle Eastern Art, which totals some 1,000 works in various media representing countries from Turkey to Japan.

The Larger Campus

New York University is an integral part of the metropolitan community of New York City – the business, cultural, artistic, and financial center of the nation and the home of the United Nations. The city's extraordinary resources enrich both the academic programs and the experience of living at New York University.

Professors whose extracurricular activities include service as editors for publishing houses and magazines; as advisers to city government, banks, school systems, and social agencies; and as consultants for museums and industrial corporations bring to teaching an experience of the world and a professional sophistication that are difficult to match.

Students also, either through course work or in outside activities, tend to be involved in the vigorous and varied life of the city. Research for term papers in the humanities and social sciences may take them to such diverse places as the American Museum of Natural History, the Museum of Modern Art, a garment factory, a deteriorating neighborhood, or a foreign consulate.

Students in science work with their professors on such problems of immediate importance for urban society as the pollution of waterways and the congestion of city streets. Business majors attend seminars in corporation boardrooms and intern as executive assistants in business and financial houses. The schools, courts, hospitals,

settlement houses, theaters, playgrounds, and prisons of the greatest city in the world form a regular part of the educational scene for students of medicine, dentistry, education, social work, law, business and public administration, and the creative and performing arts.

The chief center for undergraduate and graduate study is at Washington Square in Greenwich Village, long famous for its contributions to the fine arts, literature, and drama and its personalized, smaller-scale, European style of living. New York University itself makes a significant contribution to the creative activity of the Village through the high concentration of faculty and students who reside within a few blocks of the University.

University apartment buildings provide housing for over 2,100 members of the faculty and administration, and University student residence halls accommodate over 11,500 men and women. Many more faculty and students reside in private housing in the area.

A Private University

Since its founding, New York University has been a private university. It operates under a board of trustees and derives its income from tuition, endowment, grants from private foundations and government, and gifts from friends, alumni, corporations, and other private philanthropic sources.

The University is committed to a policy of equal treatment and opportunity in every aspect of its relations with its faculty, students, and staff members, without regard to race, color, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, national origin, ethnicity, citizenship status, veteran or military status, age, disability, and any other legally protected basis.

Inquiries regarding the application of the federal laws and regulations concerning affirmative action and antidiscrimination policies and procedures at New York University may be referred to Mary Signor, Executive Director, Office of Equal Opportunity, New York University, Elmer Holmes Bobst Library, 70 Washington Square South, 12th Floor, New York, NY 10012; 212-998-2352. Inquiries may also be referred to the director of the Office of Federal Contract Compliance, U.S. Department of Labor.

New York University is a member of the Association of American Universities and is accredited by the Middle States Association of Colleges and Schools (Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104; (267) 284-5000. Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agencies.

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LEONARD N. STERN SCHOOL OF BUSINESS **THE UNDERGRADUATE COLLEGE**

By the turn of the 20th century, the American business organization had grown in complexity, prompting a need for more sophisticated and scientific approaches to studying it. Yet, there were few opportunities to study business at the country's universities. Recognizing this, representatives from the New York State Society of Certified Public Accountants and New York University came together to start a new school – one of the first of its kind – that would offer professional training to young business people in New York City. Thus began the long tradition of business study at NYU, and in 1900 the NYU School of Commerce, Accounts, and Finance was founded with Charles Waldo Haskins as dean.

From its start, the School of Commerce led the way in formulating objective scholarly standards of academic excellence. It became a charter member of The Association to Advance Collegiate Schools of Business (AACSB) and a pioneer by awarding a Bachelor of Science degree that included a solid grounding in the liberal arts and sciences. With the success of the undergraduate School of Commerce came demand for graduate coursework, and in 1916 NYU's Graduate School of Business Administration was established as a satellite division near Wall Street.

In the mid-1980s, the College and the graduate school received a major gift from alumnus Leonard N. Stern, chairman and chief executive officer of the Hartz Group, Inc. In recognition of Mr. Stern's generosity, the schools were unified under one name – Leonard N. Stern School of Business – and united on NYU's Washington Square campus.

Now, more than 100 years after the Undergraduate College's founding, the challenges facing business leaders continue to grow in scope and complexity amid unprecedented rates of technological and social change. In response, NYU Stern perseveres as an innovator while remaining committed to the principle of an integrated four-year curriculum, combining a first-rate business education with a broad-based liberal arts foundation. Engagement in NYU's College of Arts and Science continues to be a cornerstone of the undergraduate experience, as does a rigorous and challenging analytical approach to study of the business enterprise.

At the NYU Stern Undergraduate College, our vision is to build, educate and inspire a community of socially engaged, intellectually vibrant, global leaders and thinkers. As part of this vision, the Undergraduate College abides by a set of guiding educational principles that play an integral role in helping the School achieve its academic mission. They are to

- Achieve proficiency—by instilling professional levels of competence in the core functions of business,
- Encourage intellectualism—by inspiring intellectual curiosity, high levels of engagement and open mindedness to new ideas and alternate points of view,
- Foster collaboration—by developing skills to thrive in groups, organizations and communities, and

- Promote a social mindset—by providing opportunities for discussion and reflection as well as frameworks for understanding the role of business within our global society.

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Accreditation

The Undergraduate College of the Leonard N. Stern School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The College is also accredited separately by AACSB for its accounting programs of study.

CALENDAR

Academic Year and Summer 2010-2012

(All dates inclusive)

2010

| | | |
|--|-------------------|---|
| 2010 Summer Session I | Monday–Friday | May 17–June 25 |
| Memorial Day (holiday) | Monday | May 31 |
| 2010 Summer Session II | Monday–Friday | June 28–August 6 |
| Independence Day (holiday) | Monday | July 5 |
| Labor Day (holiday) | Monday | September 6 |
| Fall term begins | Tuesday | September 7 |
| Last day for withdrawing from a course without a “W” | Monday | September 27 |
| Last day for filing or revoking Pass/Fail option | Monday | October 11 |
| No classes scheduled | Monday | October 11 |
| Last day for withdrawing from a course | Monday | November 8 |
| Thanksgiving recess | Thursday–Saturday | November 25–27 |
| Legislative Days | Tuesday | December 14 (classes meet on a Thursday schedule) |
| | Wednesday | December 15 (classes meet on a Monday schedule) |
| Last day of classes | Wednesday | December 15 |
| Reading day | Thursday | December 16 |
| Fall term final examinations | Friday–Thursday | December 17–23 |
| Winter recess | Friday–Saturday | December 24–January 22 |

2011

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|--|-------------------|------------------|
| Winter Session classes begin | Monday | January 3 |
| Martin Luther King Jr. Day (holiday) | Monday | January 17 |
| Winter Session classes end | Saturday | January 22 |
| Spring term begins | Monday | January 24 |
| Last day for withdrawing from a course without a “W” | Friday | February 11 |
| Presidents’ Day (holiday) | Monday | February 21 |
| Last day for filing or revoking Pass/Fail option | Friday | February 25 |
| Spring recess | Monday–Saturday | March 14–19 |
| Last day for withdrawing from a course | Friday | April 1 |
| Last day of classes | Monday | May 9 |
| Reading day | Tuesday | May 10 |
| Spring term final examinations | Wednesday–Tuesday | May 11–17 |
| Commencement: conferring of degrees | Thursday | May 19 |
| 2011 Summer Session I | Monday–Friday | May 23–July 1 |
| Memorial Day (holiday) | Monday | May 30 |
| Independence Day (holiday) | Monday | July 4 |
| 2011 Summer Session II | Tuesday–Friday | July 5–August 12 |
| Labor Day (holiday) | Monday | September 5 |
| Fall term begins | Tuesday | September 6 |

| | | |
|--|-------------------|---|
| Last day for withdrawing from a course without a “W” | Monday | September 26 |
| No classes scheduled | Monday–Tuesday | October 10–11 |
| Last day for filing or revoking Pass/Fail option | Monday | October 10 |
| Last day for withdrawing from a course | Monday | November 7 |
| Thanksgiving recess | Thursday–Saturday | November 24–26 |
| Legislative Day | Wednesday | December 14 (classes meet on a Monday schedule) |
| Last day of classes | Friday | December 16 |
| Fall term final examinations | Monday–Friday | December 19–23 |
| Winter recess | Saturday–Saturday | December 24–January 21 |

2012

| | | |
|--|-----------------|-------------|
| Winter Session classes begin | Monday | January 2 |
| Martin Luther King Jr. Day (holiday) | Monday | January 16 |
| Winter Session classes end | Saturday | January 21 |
| Spring term begins | Monday | January 23 |
| Last day for withdrawing from a course without a “W” | Friday | February 10 |
| Presidents’ Day (holiday) | Monday | February 20 |
| Last day for filing or revoking Pass/Fail option | Friday | February 24 |
| Spring recess | Monday–Saturday | March 12–17 |
| Last day for withdrawing from a course | Friday | March 30 |

| | | |
|--|-------------------|------------------|
| Last day of classes | Monday | May 7 |
| Reading day | Tuesday | May 8 |
| Spring term final examinations | Wednesday–Tuesday | May 9–15 |
| Commencement: conferring of degrees | Thursday | May 17 |
| 2012 Summer Session I | Monday–Friday | May 21–June 29 |
| Memorial Day (holiday) | Monday | May 28 |
| 2012 Summer Session II | Monday–Friday | July 2–August 10 |
| Independence Day (holiday) | Wednesday | July 4 |
| Labor Day (holiday) | Monday | September 3 |

BACHELOR OF SCIENCE DEGREE BUSINESS PROGRAMS

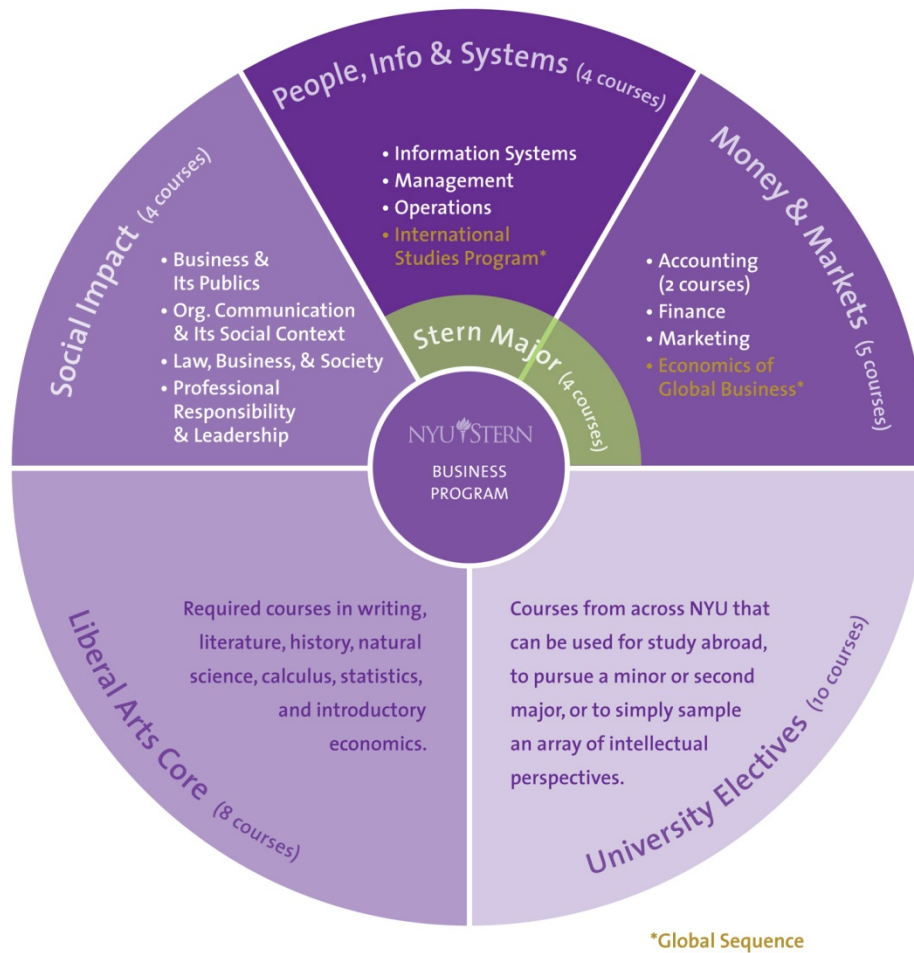
The Stern School of Business offers a Bachelor of Science degree that combines the best of two worlds: a broad-based liberal arts foundation paired with graduate-caliber courses in business fundamentals. The curriculum emphasizes a global perspective, social responsibility, and professional ethics, as well as communication and interpersonal skills.

The Stern program is cross-disciplinary, integrating liberal arts and business courses with Stern's unique Social Impact Core and International Studies sequence. This curricular structure affords students a comprehensive approach to learning and provides a foundation to explore a wide range of areas in business and liberal arts, enabling them to make informed decisions about their path of study. Students also take elective courses from across the University to broaden their intellectual experience.

Stern students may also pursue a minor or a second major in the College of Arts and Science in areas ranging from psychology to the fine arts, or they can choose to minor in a subject at the Steinhardt School of Culture, Education, and Human Development. Students can also participate in one of Stern's many cross-school interdisciplinary minors or specializations offered in conjunction with the College of Arts and Science; the Steinhardt School of Culture, Education and Human Development; the Tisch School of the Arts; and the Wagner Graduate of Public Service.

To round out their education, students are strongly encouraged to study abroad. Global opportunities offered through Stern and NYU include the World Studies Track; NYU Study Abroad; and Stern's Business and Political Economy program, which features course work in business, politics, and economics along with integrated international study. For more information on the BPE program, visit stern.nyu.edu/UC/CurrentStudents/Academics/DegreePrograms/BPE.

An Integrated Four-Year Curriculum



The Liberal Arts Core (8 courses)

1. Expository Writing Program:
 - Writing the Essay
 - Business and Its Publics: Inquiry and Discourse or Commerce and Culture
2. Foundations of Contemporary Culture:
 - Texts and Ideas
 - Cultures and Contexts
3. Foundations of Scientific Inquiry:
 - An approved departmental course in anthropology, biology, chemistry, environmental science, physics, or psychology, or Natural Science I or II in the Morse Academic Plan
 - Calculus I (or higher-level mathematics)
 - Statistics
 - Microeconomics

Business Core (9 courses)

The Business Core consists of requirements common to all Stern students and spans each of the fundamental areas of business study. It is comprised of two unique sequences: the Money and Markets Core and the People, Information, and Systems Core. Both cores include global studies courses and also encompass a student's business major sequence.

Money and Markets Core (5 courses)

This sequence is designed to educate students about the use of quantitative methods to study, analyze, and solve financial and social allocation problems—focusing on how money flows in and across companies, markets, and economies. The courses in the Money and Markets Core include the following:

- Principles of Financial Accounting
- Principles of Managerial Accounting
- Foundations of Financial Markets
- Introduction to Marketing
- Economics of Global Business

People, Information, and Systems Core (4 courses)

The People, Information, and Systems Core is a four-course sequence designed to give students the knowledge and analytical skills needed to efficiently and effectively gather, organize, and motivate the people, information, systems, and processes necessary to make an organization thrive. This core includes the following courses:

- Information Technology in Business and Society
- Management and Organizational Analysis
- Competitive Advantage from Operations
- International Studies Program

Social Impact Core (4 courses)

The Social Impact Core is a four-course sequence focusing on issues of personal and professional ethics; corporate social responsibility; the role of law in business and commerce; and the interconnections between corporations, markets, cultures, governments, and our global society. The four courses include the following:

- Business and Its Publics
- Organizational Communication and Its Social Context
- Law, Business, and Society
- Professional Responsibility and Leadership

International Studies Sequence (2 courses)

The Stern experience is designed to broaden each student's view of the world. Given the undeniably global scope of business in the 21st century, all students are required to take a two-course International Studies sequence. It begins in the sophomore year with the Economics of Global Business, a course combining the study of macroeconomics and international trade. In the spring term of junior year, students take the International Studies Program, a strategy-based course that teaches them how to understand the

competitive positioning of a company in its industry, country, and international context. The course includes a one-week visit to a country in Asia, Europe, or Latin America to experience the culture firsthand and to meet with the executives of a major corporation based in that country.

Cohort Leadership Project (1 course)

See page 30 for full description.

University Electives (10 courses)

Additional elective course work in liberal arts or business studies completes a student's degree requirements. Stern students are required to take between 17 and 40 elective credits, depending on their major.¹ The elective requirement allows students to pursue a second Stern major, a specialization at Stern, or a second major at CAS. This credit can also be fulfilled with a minor in another school or a cross-school minor, or students can take a range of courses for personal enrichment. Students also commonly use their elective credits while studying abroad.

To complete their elective requirements, students may take courses in the Stern School (no more than 18 total credits in Stern course work can be used to fulfill required electives); the College of Arts and Science ("V" courses); the Steinhardt School of Culture, Education, and Human Development ("E" courses); the Tisch School of the Arts ("H" courses); the Wagner Graduate School of Public Service ("P" courses); and the Gallatin School of Individualized Studies ("K" courses). Students do not receive credit for elective courses taken through the School of Continuing and Professional Studies ("Y" courses).

Majors, Minors, and Specializations

| MAJOR | INDICATOR | LOCATION | PAGE |
|--------------------------------|-----------|---|------|
| Accounting | C10 | KMC ² 10-180 | 35 |
| Economics | C30 | KMC 7-140 | 44 |
| Finance | C15 | KMC 9-190 | 62 |
| Information Systems | C20 | KMC 8-160 | 69 |
| International Business | N/A | KMC 8-85 | 74 |
| Management & Organizations | C50 | KMC 7-150 | 78 |
| Marketing | C55 | Tisch ³ 8 th & 9 th floors | 84 |
| Statistics & Actuarial Science | C22 | KMC 8-160 | 91 |

Every student at Stern must select one of the business areas as a major. Majors, with requirements and courses, are described within the academic departments' sections of this bulletin. Students should consult with their academic adviser at the Stern Office of

¹ Students are encouraged to consult the curriculum worksheet that corresponds to their primary major to determine their specific elective credit requirement. Curriculum worksheets can be obtained from the Stern Office of Academic Advising or they can be downloaded from the Stern Undergraduate College Web site at www.stern.nyu.edu/uc/academicforms.

² KMC – Henry Kaufman Management Center, 44 West 4th Street

³ Tisch Hall – 40 West 4th Street

Academic Advising to determine exact course sequence and selection of electives. In addition to their Stern major, students may declare two other formally recognized designations: a second major or a minor in the College of Arts and Science; a minor in the Steinhardt School of Culture, Education, and Human Development or the Tisch School of the Arts; or a minor in partnership with the Wagner Graduate School of Public Service, the College of Arts and Science, the Tisch School of the Arts, or the Steinhardt School of Culture, Education, and Human Development. A maximum of three designations will be included on the formal NYU Stern record. However, students may also pursue a specialization in Stern in addition to two majors and one minor.

Stern major areas include

- Accounting (CPA B.S./M.S. or General Accounting)
- Actuarial Science
- Economics
- Finance
- Information Systems
- International Business (comajor)
- Management and Organizations
- Marketing
- Statistics

Second Majors at the College of Arts and Science (CAS)

Stern students can major in any department through CAS except economics or computer applications. Students interested in pursuing a major within CAS should meet with their academic adviser early on to ensure they can fulfill all the requirements. Please consult the Stern Web site and CAS Web site for more specific information.

Specializations at Stern

These specializations may be completed in addition to a Stern major and possibly a minor. Stern specializations include

- Entertainment, Media, and Technology
- Entrepreneurship

Cross-School Minors

These minors offer Stern students an opportunity to broaden their academic interests beyond the traditional fields. Cross-school minors allow students to sample a variety of interrelated course work that marry some of the most pertinent subjects from Stern and other schools at NYU. The Stern cross-school minors include

- Advanced Mathematical Methods (with CAS)
- Business of Entertainment, Media, and Technology (with the Steinhardt School of Culture, Education, and Human Development and the Tisch School of the Arts)
- Public Policy and Management (with the Wagner Graduate School of Public Service)
- Social Entrepreneurship (with the Wagner Graduate School of Public Service)

There are cross-school minors available through the other undergraduate colleges as well.

Please visit nyu.edu/advisement/majors.minors for more information on these options.

Minors Through Other NYU Schools

- College of Arts and Science (*Stern students may not declare a minor in computer applications, economics, or journalism. See CAS Web site for requirements and restrictions.*)
- Steinhardt School of Culture, Education, and Human Development (*See Steinhardt Web site for requirements and restrictions.*)
- Tisch School of the Arts (*See Tisch Web site for requirements and restrictions.*)
- Wagner Graduate School of Public Service (*See Wagner Web site for requirements and restrictions.*)

The Liberal Arts Core

Economics (4 Credits)

Students are required to take Microeconomics in the freshman year. Students may not apply advanced standing credit (AP, A-Levels, International Baccalaureate, etc.) to waive out of this requirement.

Microeconomics

C30.0001 4 credits.

Prerequisite: V63.0121 or equivalent (AP Calculus AB/BC scores of 4 or 5).

Full course description can be found in the Department of Economics section (page 47).

Mathematics (4 Credits)

Students are required to take V63.0121, Calculus I, or a higher-level mathematics.

Calculus I

V63.0121 4 credits.

Prerequisite: V63.0009 with a grade of C or better or equivalent; or AP Calculus AB score of 4 or better; or AP Calculus BC score of 3 or better; or SAT I Mathematics 750 or higher; or ACT/ACTE 34 or higher; or passing placement examination.⁴

In this course, students learn derivatives, antiderivatives, and integrals of functions of one real variable; trigonometrics, inverse trigonometrics, logarithmics, and exponential functions; applications, including graphing, maximizing, and minimizing functions; and areas and volumes.

Statistics for Business Control and Regression and Forecasting Models

C22.0103 6 credits.

Prerequisite: V63.0121.

This course combines both Statistics for Business Control (4 credits) and Regression and Forecasting Models (2 credits) into a single 6-credit course. This 6-credit course is recommended.

⁴ For more information regarding the calculus placement examination, see the Department of Mathematics Web site at math.nyu.edu.

or

Statistics for Business Control

C22.0001 4 credits.

Prerequisite: V63.0121.

Full course description can be found in the Department of Statistics section (page 94).

and

Regression and Forecasting Models

C22.0003 2 credits.

Prerequisite: C22.0001 or equivalent. Required for students who have passed the statistics proficiency examination.

Full course description can be found in the Department of Statistics section (page 94).

Note: Students may choose to take the single course C22.0103, Statistics for Business Control and Regression and Forecasting Models, OR the two courses C22.0001, Statistics for Business Control and C22.0003, Regression and Forecasting Models.

Bachelor of Science Degree Programs⁵

| PROGRAM | HEGIS CODE ⁶ |
|---------------------------------------|-------------------------|
| Accounting | 0502 |
| Actuarial Science | 0507 |
| Business Economics | 0517 |
| Business and Political Economy | 2204 |
| Economic Theory | 2204 |
| Finance | 0504 |
| Information Systems | 0701 |
| International Business (comajor only) | 0513 |
| Management & Organizational behavior | 0516 |
| Marketing | 0509 |
| Statistics | 0507 |

Morse Academic Plan

Expository Writing (8 Credits)

Stern students are required to take two writing courses, one from the Expository Writing Program (EWP), and one through the Stern Social Impact Core. Students must complete the EWP course V40.0100, Writing the Essay, during their first year. International students for whom English is a second language may be eligible to satisfy the EWP

⁵ Registered by the New York State Education Department, Office of Higher Education, nysed.gov, 518-474-3852

⁶ Higher Education General Information Survey

requirement by completing the two semester sequence, V40.0004–V40.0009, International Writing Workshop I and II. Students in the HEOP and C-Step programs satisfy the EWP requirement by completing the two semester Liberal Studies Writing sequence, T01.1001–1002. Students placed into the Liberal Studies Writing or International Writing Workshop sequences must begin in their first semester and must register for their remaining writing course in the semester immediately following.

Writing the Essay

V40.0100 4 credits.

Required of all CAS, Stern, Steinhardt, and Silver Social Work freshmen and transfer students who have not completed an equivalent course at another college. No exemptions. This is the foundational writing course in expository writing. It provides instruction and practice in critical reading, creative thinking, and clear writing. It also gives instruction in analyzing and interpreting written texts, using written texts as evidence, developing ideas, and writing both exploratory and argumentative essays. This course stresses exploration, inquiry, reflection, analysis, revision, and collaborative learning.

Business and Its Publics: Inquiry and Discourse

C40.0125 4 credits.

Prerequisite: V40.0100 or equivalent.

The Inquiry and Discourse sessions follow each of the plenary sessions in the Business and Its Publics course. The central goal of the Inquiry sequence is to expand students' view beyond the initial perspective that was offered in the plenary session. Thus, the Inquiry sequence involves discussing the strengths and weaknesses of the perspective offered in the plenary session, readings that pose one or more alternative perspectives, and real-life predicaments. The central goal of the Discourse sequence is to give students an opportunity to articulate and defend their own personal perspectives on the key issues and topics of the course. Consequently, the Discourse sequence gives students an opportunity to select issues, conduct research, evaluate and document sources, and present a clear and well-supported argument. The central skill students develop in both the Inquiry and Discourse sequences is critical thinking. Critical thinkers actively analyze information, are generally skeptical of information they receive, and are open to challenging their own beliefs by investigating evidence.

Business and Its Publics

C40.0001 0 credits.

This is a required plenary course for all Stern freshmen. These plenary sessions are designed to expose students to individuals who represent a distinct perspective on one of the central issues related to business and its publics. It introduces students to the many interconnections among business, society, and the expanded role that companies are being asked to play in society. This course views business as a societal institution that is dependent on other societal institutions while also shaping them. An understanding of the issues this raises (about the appropriate role of businesses and actions of those within business organizations) is indispensable for sorting out the questions and challenges leaders face throughout their careers. This course considers these challenges and works to

develop a philosophy of business, management, and stewardship that will guide students' day-to-day decision making for years to come.

Commerce and Culture

C70.0100 4 credits.

Prerequisite: 740 or higher on SAT-I Writing

This course explores representations of American business in literature, film, art, and architecture. These artistic texts, placed in various business milieus, act as resources for students to develop their writing and critical thinking skills. Three major writing assignments ask students to consider the role of commerce and institutions in three aspects of modern life: individual identity and destiny, expressions of culture, and as sites for social and individual transformation.

International Writing Workshop I

V40.0004 4 credits.

Prerequisite: Expository Writing Program permission.

The first of two courses required for students for whom English is a second language. The Expository Writing requirement for NYU undergraduates is fulfilled with this course and International Writing Workshop II.

This course provides instruction in critical reading, textual analysis, exploration of experience, development of ideas, and revision. It stresses the importance of inquiry and reflection in the use of texts and experience as evidence for essays. Reading and writing assignments lead to essays in which students analyze, raise questions about, and reflect on written texts, experience, and ideas in a collaborative learning environment. The class discusses appropriate conventions in English grammar and style as part of instructor feedback.

International Writing Workshop II

V40.0009 4 credits.

Prerequisite: V40.0004.

The second of two courses required for students for whom English is a second language. The Expository Writing requirement for NYU undergraduates is fulfilled with this course and International Writing Workshop I.

This course provides advanced instruction in analyzing and interpreting written texts from a variety of academic disciplines, the use of written texts as evidence, the development of ideas, and the writing of argumentative essays through a process of inquiry and reflection. It stresses analysis, revision, inquiry, and collaborative learning. The class discusses appropriate conventions in English grammar and style as part of instructor feedback.

Writing I, II

T04.1001, 1002 4 credits per term.

Corequisite: Prose Writing Workshop, E79.0631. Completion of T04.1001 and T04.1002 satisfies the Expository Writing requirement for students in the HEOP or C-Step program.

This course develops analytical thinking abilities in the context of academic essay writing

by engaging students in the use of writing to express, explore, and develop ideas through a variety of forms, including informal writing (such as free writing and journal writing). Students produce a wide range of writing, both in and out of class, which forms the basis for classroom activities. All papers go through multiple drafts, often with input from peers in addition to the instructor. In Writing II, students develop their skills in analysis and argumentation by exploring ways in which the ideas of others can be incorporated into their own writing. Students read and discuss longer, more challenging texts, and are expected to incorporate a broad range of primary and secondary sources to develop and support their increasingly complex ideas, as well as become familiar with a wide variety of possible resources at the library and learn the mechanics and conventions of the academic research essay.

Foundations of Contemporary Culture (8 Credits)

Students are required to take two courses: V55.04XX, Texts and Ideas, and V55.05XX, Cultures and Contexts.

Texts and Ideas

V55.04XX 4 credits.

Texts and Ideas introduces students to the ideals of liberal education and the central role of humanistic study in the liberal arts, while fostering appreciation of the importance of humanistic learning for society at large. Students become acquainted with some of the literary and philosophical works that have been most influential in shaping the contemporary world and with significant instances in which the ideas in these works have been debated, developed, appropriated, or rejected. This course is not a survey, but rather an examination of how texts influence subsequent thinking, create traditions, and reflect societal ideals. Texts and Ideas thus aims to provide a richer understanding of how cultures are constructed, modified, and represented.

Cultures and Contexts

V55.05XX 4 credits.

Cultures and Contexts prepares students for life in a globalized world by introducing them to the ways in which humans come to understand themselves as members of social, religious, national, and regional collectives and by fostering their appreciation of the dynamics of cultural interaction and influence. Individual sections focus on specific social or cultural groups different from the dominant traditions of contemporary North America. Each examines different ways cultures have interacted through trade, colonization, immigration, religious dispersion, and media representation; how such groups define themselves against internal and external difference; and how the dominant perspective of Western modernity affects comprehension of how people outside that position understand, experience, and imagine their lives. Offerings include emergent traditions, diaspora formations, and societies understood as nationally, geographically, or culturally distinct from the dominant traditions of contemporary North America. Courses focusing on ancient civilizations are also included, as are courses that address contemporary challenges to traditional European conceptions of national identity.

Foundations of Scientific Inquiry (4 Credits)⁷

Students choose one approved course, with or without laboratory, in anthropology biology, chemistry, environmental science, physics, or psychology, or Natural Science I or II. The requirement can also be satisfied by appropriate Advanced Placement credit (for information on AP credit, refer to the chart on page 144 in the Admissions section).

Department of Anthropology:

Human Evolution

V14.0002 4 credits. *Lecture and laboratory.*

Department of Biology:

Human Biology

V23.0006 4 credits.

Principles of Biology I

V23.0011 4 credits. *Lecture and laboratory.*

Department of Chemistry:

Introduction to Modern Chemistry

V25.0002 4 credits. *Lecture and laboratory*

General Chemistry I

V25.0125 4 credits. *Lecture and laboratory.*

General Chemistry I Honors

V25.0127 4 credits. *Lecture and laboratory.*

Program in Environmental Studies:

Environmental Systems Science

V36.0100 4 credits.

Department of Physics:

The Universe: Its Nature and History

V85.0007 4 credits.

Origins of Astronomy

V85.0008 4 credits.

Sound and Music

V85.0010 4 credits.

General Physics I

V85.0011 5 credits. *Lecture and laboratory-recitation.*

⁷ Students interested in pursuing a prehealth curriculum are encouraged to refer to page 159 for proper sequencing of Natural Science coursework.

20th-Century Concepts of Space, Time, and Matter
V85.0020 4 credits.

Department of Psychology:
Cognitive Neuroscience
V89.0025 4 credits.

Morse Academic Plan:
Natural Science I
V55.02XX 4 credits. Lecture and laboratory.

Natural Science II
V55.03XX 4 credits. Lecture and laboratory.

Money and Markets Core

Full course descriptions can be found in corresponding departmental sections.

Principles of Financial Accounting
C10.0001 4 credits.
Department of Accounting (page 37).

Principles of Managerial Accounting
C10.0002 2 credits.
Department of Accounting (page 37).

Foundations of Financial Markets
C15.0002 4 credits.
Department of Finance (page 62).

Introduction to Marketing
C55.0001 4 credits.
Department of Marketing (page 84).

Economics of Global Business
C30.0011 4 credits.
Department of Economics (page 47).

People, Information, and Systems Core

Full course descriptions can be found in corresponding departmental sections.

Information Technology in Business and Society
C20.0001 4 credits.
Department of Information Systems (page 70).

Management and Organizational Analysis

C50.0001 4 credits.

Department of Management (page 78).

Competitive Advantage from Operations

C60.0001 4 credits.

Prerequisites: C30.0001, C22.0103 (or C22.0001 and C22.0003), and sophomore standing. Corequisite: C10.0002 (or C10.0001 with C10.0002).

This course is designed to give students a better understanding of how firms can gain competitive advantage from their operations function. Typically, this requires the firm to achieve (at a minimum) cost, quality, and ecological parity; responsiveness and adaptability to customer needs and desires; rapid time to market; process technology leadership; and sufficient and responsive capacity. A problem-solving framework is developed that enables students to undertake managerial and technical analysis that should result in the desired comparative advantage. Both service and manufacturing case examples are utilized.

International Studies Program

C50.0011 4 credits.

Department of Management (page 78).

Social Impact Core

Business and Its Publics

C40.0001 0 credits.

Full course description can be found under the Morse Academic Plan section (page 25).

Business and Its Publics: Inquiry and Discourse

C40.0125 4 credits.

Full course description can be found under the Morse Academic Plan section (page 25).

Cohort Leadership Project

C40.0009 0 credits. Graded pass/fail.

Required for all freshmen.

As members of Stern's global learning community, students have a once-in-a-lifetime opportunity to find their passion and develop meaningful, lifelong connections with the Stern Undergraduate College and their peers. The Cohort Leadership Project (CLP) is students' first college experience, among many, in which they will learn more about themselves as individuals, others, and the role each student plays in creating dynamic relationships and strong, high-performing teams.

Through the Cohort Leadership Project, students

- Gain a better understanding of their learning and communication styles and how these impact their experiences in the classroom and with classmates.
- Develop their personal brand, while also moving from an "I"-centered perspective to the "We"-centered perspective of Stern.
- Receive guidance on how to navigate the NYU community with political savvy

and grace.

- Understand ethical decisions they will need to make throughout their four years at Stern.

Organizational Communication and Its Social Context

C40.0065 4 credits.

Prerequisite: Sophomore standing.

Students learn how organizations communicate with multiple types of audiences, focusing on the interconnections between business and society. The course uses the stakeholder model of the corporation to introduce the strategic implications of communication for modern organizations. Students focus on strategic and tactical aspects of corporate communication to study and practice the ways in which organizations communicate to their varied internal and external stakeholders. Assignments develop students' abilities in speaking and writing to these varied audiences, both to inform and to persuade. The course emphasizes bridging theoretical fundamentals while stressing action learning, which includes applying communication strategy to:

- oral and written business assignments,
- presentation delivery techniques,
- visual communication analysis and practice, and
- team communication.

Contact the Department of Management Communications at stern.nyu.edu/managementcommunication for specific questions and/or concerns regarding this course.

Law, Business, and Society

C40.0006 4 credits.

Prerequisite: Junior standing.

Every professional businessperson must be aware of how legal systems work and affect business decisions. Furthermore, the interaction between law and business is multidimensional, involving international, ethical, and technological considerations. In this course, students examine how key areas of business law, including contracts, torts, and business organizations, influence the structure of business relationships. Students actively participate in legal studies designed to enhance business skills such as analytical thinking, written communication, oral presentation, conflict resolution, and teamwork problem-solving.

Professional Responsibility and Leadership

C40.0012 2 credits.

Prerequisite: Senior standing.

This required course is designed to help students consider the purpose and function of business in society and the ways in which a business profession is incorporated into a successful human life. Cases cover a wide range of business and leadership situations, both domestic and international, and specific readings survey domestic and international business ethics as well as current ideas in leadership.

Global Opportunities

NYU Stern's Undergraduate College is unique among its peers for its focus on international business. In today's increasingly global and diverse business environment, it is important for students to gain a holistic and worldly perspective to achieve success no matter their chosen career path. Stern is committed to providing students with a truly global education and the opportunity to experience and explore diverse cultures and countries through a host of international study opportunities.

Stern is the only undergraduate business college anywhere to incorporate—and fund—an international business study trip for all its students. Additionally, Stern offers the International Studies sequence (as part of the Business Core all students are required to take), a comajor in international business, the World Studies Track, the Business and Political Economy program, and numerous opportunities for studying abroad.

International Studies Sequence

The Stern experience is designed to broaden students' views of the world, and the curricular structure reflects that global focus. See the Bachelor of Science Degree Business Program section on page 20 for more information.

Edward and Nancy Barr Family International Studies Program

Undergraduates gain a deeper understanding of the global business environment through the School's unique and innovative Edward and Nancy Barr Family International Studies Program (ISP). ISP is a curriculum-based experience that exposes students to different cultures and ways of conducting business. In a semester-long course, student teams undertake an intensive study of an industry and company in a foreign country and travel abroad during spring break to make observations firsthand. While abroad, students have the opportunity to explore the culture, meet with company executives, and see corporate operations. All Stern students take the required ISP course in the spring semester of their junior year.

Study Abroad

Studying abroad is an exciting and enriching experience, both academically and personally. Stern encourages all students to take advantage of opportunities to study abroad for a semester, and strongly recommends foreign study for those planning an international business comajor.

Stern undergraduates have several options for studying abroad: World Studies Track, NYU Study Abroad, or the International Business Exchange Program (IBEX). Students can study abroad in the fall, spring, or summer semester of their sophomore, junior, or senior year, depending on the program. All students who plan on studying abroad are strongly encouraged to meet with an academic adviser to discuss their options.

World Studies Track

The World Studies Track places students in the key global marketplaces of the 21st century, enriching the academic experience and shaping students into truly global citizens. The integrated program features a combination of course work and study abroad experiences that allows students to thoughtfully examine and reflect on worldwide economic linkages and regional growth differences.

The heart of the program is a two-semester sequence of study on-site at NYU's campuses in London and Shanghai, followed by a trip to Latin America as part of Stern's International Studies Program. Freshmen are invited to apply to the World Studies Track each spring. Students interested in this program should visit *stern.nyu.edu/wst*.

NYU Study Abroad

NYU offers its own programs in Berlin, Buenos Aires, Florence, Ghana, London, Madrid, Paris, Prague, Shanghai, and Tel Aviv, where courses are taught by both NYU faculty members and international faculty members from host universities. These programs are open to all Stern students, who typically study abroad for one semester during their sophomore or junior years.

For more information, contact:

NYU Office of Global Programs
110 East 14th Street, Lower Level
New York, NY 10003-4170
Telephone: 212-998-4433
nyu.edu/studyabroad

International Business Exchange Program (IBEX)

IBEX, Stern's prestigious study abroad program, partners with leading business schools around the world. IBEX enables students to continue focusing on their business education while experiencing all the benefits of study abroad. Through IBEX, Stern juniors and seniors study for one semester at leading business universities and discover the intellectual, cultural, and social life of another country. See also page 163 for more information.

For more information, contact:

Stern Office of International Programs
Tisch Hall, Suite 203
40 West Fourth Street
New York, NY 10012
Telephone: 212-998-0277
uc.international@stern.nyu.edu

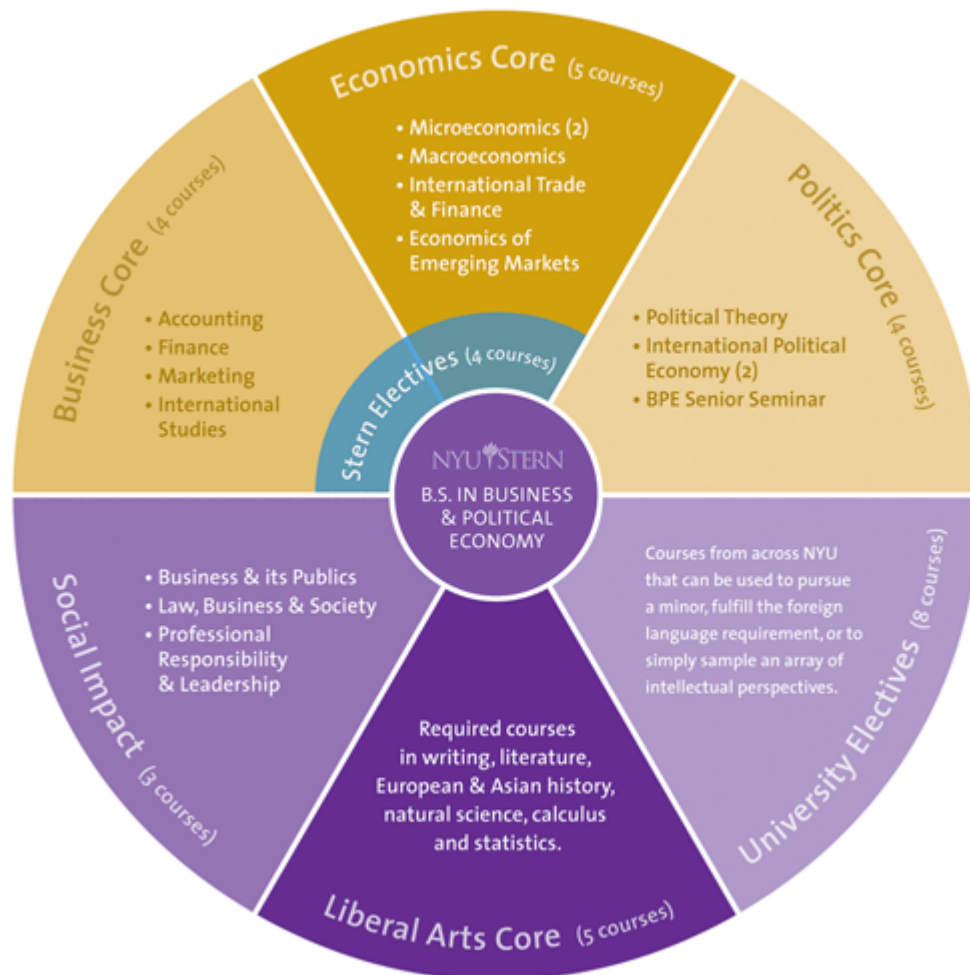
Business and Political Economy Program

Stern's Bachelor of Science degree program in Business and Political Economy (BPE) is designed to prepare students for the increasingly complex global business environment by focusing on the intersection of markets, governments, laws, and cultures. The program features a groundbreaking curriculum that combines course work in business, politics, and economics with integrated study at NYU's campuses in three of the world's most important global marketplaces—NYU's Washington Square campus in New York City and NYU's global campuses in London and Asia.

Reflecting the interconnections found in today's globalized world, the BPE curriculum provides students with a deep understanding of key business, political, and economic concepts through a series of carefully tailored courses. Like students in the core

Bachelor of Science degree Business Program, BPE students also take courses in the liberal arts that are designed to develop the critical thinking and communications skills needed for advanced course work. Students also take courses in the Social Impact Core and choose electives of interest to broaden their intellectual experience.

Prospective students must apply directly for the BPE program when applying to NYU for freshman admission. For more information, visit stern.nyu.edu/UC/CurrentStudents/Academics/DegreePrograms/BPE.



ACCOUNTING (C10)

As of August 1, 2009, a student must complete 150 credit hours to become a certified public accountant (CPA) in New York State. For Stern students who wish to sit for the CPA licensure examination, the full 150 required credits are earned through the completion of both the Stern Bachelor of Science degree and a specially designed Master of Science degree in Certified Public Accounting at the graduate Stern School of Business. Details on this program can be found below.

Programs of Study

General Accounting Program Requirement (12 credits)

Financial Statement Analysis

C10.0003

Plus three accounting electives.

Students pursuing the general accounting program should consult with an adviser in the Stern Office of Academic Advising by the end of their sophomore year to ensure course distribution requirements are being met and to formally declare the general accounting major. The Department of Accounting faculty adviser will be available to advise on general accounting course selection or other matters general accounting students may wish to discuss.

General Accounting Program Elective Options

Managerial Accounting II

C10.0010

Financial Reporting and Analysis

C10.0021

Accounting for Mergers, Acquisitions and Related Matters

C10.0022

International Reporting and Financial Statement Analysis

C10.0045

Entertainment Accounting

C10.0049

Taxation of Individuals

C10.0063

Bachelor of Science-Master in Accounting Dual-Degree Program Requirements (37 credits)

Financial Statement Analysis
C10.0003

Any Advanced Finance Course
C15.XXXX

For course listings, see Department of Finance section (page 63).

Seminar in Accounting Theory and Effect on Current Issues
B10.6200

Forensic Accounting and Financial Statement Fraud
B10.6210

Financial Reporting and Disclosure
B10.6302

Auditing
B10.6313

Advanced Accounting Concepts
B10.6330

Advanced Managerial Accounting
B10.6331

International Reporting and Analysis
B10.6335

Topics in Advanced Communication for Accounting
B45.6205

Judgment and Decision-Making Accounting
B65.6251

Conflict, Collaboration, and Negotiation
B65.6259

Taxation of Individual and Business Income
B95.6302

Accounting for Financial Instruments
B10.6317

Stern students interested in the B.S.-M.S. Certified Public Accounting Dual-Degree Program apply for admission during sophomore or junior year (students wishing to apply in their senior year must do so in the fall semester and are encouraged to meet with an

adviser prior to applying to ensure proper degree progress). Upon completion of the dual-degree program, students earn the Bachelor of Science degree in general accounting and the Master of Science degree in accounting. The M.S. degree program requires 22 additional graduate credits beyond the 128 credit B.S. requirements. Six of these graduate credits may be taken while pursuing the undergraduate degree. Upon completion of the B.S. degree, students must complete a minimum of 16 credits required for the M.S. degree in residence at the graduate NYU Stern School of Business.

Certified Public Accounting Dual-Degree Program students who wish to apply for admission to the CPA examination in New York State must present evidence of successful completion of a course of study in a college or school of accountancy registered by the New York State Education Department. The New York University Certified Public Accounting Dual-Degree Program is so registered (HEGIS code 0502/0502). Interested students should write to the New York State Education Department (nysed.gov) and request *Handbook 14*.

Students admitted to the B.S.-M.S. in Accounting Dual-Degree Program should consult with an adviser in the Stern Office of Academic Advising regularly to ensure that course distribution requirements are being met. The Department of Accounting undergraduate faculty adviser will be available to advise on CPA dual-degree course selection or other matters dual-degree students may wish to discuss.

Courses

Fundamental Courses

Principles of Financial Accounting

C10.0001 4 credits. Fall and spring.

Prerequisite: One semester of course work at NYU.

This course develops students' abilities to understand business transactions and financial statements and to determine the most appropriate financial measures for those events. It investigates the underlying rationale for accounting practices and assesses their effectiveness in providing useful information for decision making. Emphasis is placed on accounting practices that purport to portray corporate financial position, operating results, cash flows, manager performance, and financial strength.

Principles of Managerial Accounting

C10.0002 2 credits. Fall and spring.

Prerequisites: C10.0001 and sophomore standing.

This course introduces students to the evolving role that managerial accounting has played and is expected to play in servicing the informational needs of managers in the planning, organizing, and controlling functions. It highlights the attention-directing, decision-support, and decision-influencing roles of management accounting, while helping students learn to structure business decisions systematically and identify the information relevant to a decision. It trains them to think analytically about improving existing systems to further a firm's competitive advantage.

Advanced Courses

Financial Statement Analysis

C10.0003 3 credits. Fall and spring.

Prerequisites: C10.0001 and sophomore standing. Corequisite: C10.0002.

This course is the first part of a two-course sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and accounting. In addition to being a required course for accounting majors, it is highly recommended for those majoring in finance, economics, marketing, and information systems. The course analyzes how firms communicate through financial statements. Students use financial statement analysis as an integral part of the strategic analysis of firms, while understanding how accounting regulations and managerial discretion influence presented financial statements. Course modules include strategic analysis, risk and profitability analysis using ratios, accounting analysis, and prospective analysis. By the end of the course, students can interpret and analyze financial statements, analyze cash flows, make judgments about earnings quality, uncover hidden assets and liabilities, and use financial statement analysis prospectively to forecast and value firms using cash flow-based and accounting-based valuation methods.

Managerial Accounting II

C10.0010 3 credits.

Prerequisites: C10.0001 and junior standing.

This course helps students understand internal accounting information and its uses in operating a company.

Financial Reporting and Analysis

C10.0021 3 credits.

Prerequisites: C10.0003 and sophomore standing.

This course is part of a sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and accounting. In addition to being a required course for accounting majors, it is highly recommended for those majoring in finance, economics, marketing, and information systems. The prerequisite is C10.0003, Financial Statement Analysis and students learn the financial reporting rules associated with the concepts learned in FSA. The course emphasizes the relationship between financial statements and the reporting rules on which they are based.

Accounting for Mergers, Acquisitions and Related Matters

C10.0022 3 credits.

Prerequisites: C10.0003 and junior standing.

This course cannot be taken to satisfy the Dual Degree BS-MS Program Requirements.

This course focuses on four major issues in financial reporting: (1) accounting for mergers and acquisitions, (2) preparation for consolidated financial statements, (3) translation of foreign currency financial statements and foreign currency transactions, and (4) accounting for derivatives including the use of derivatives in hedging transactions.

International Reporting and Financial Statement Analysis

C10.0045 3 credits.

Prerequisites: C10.0003 and junior standing.

International business and the integration of global capital markets have spurred a growing interest among financial managers and investors in the fortunes of international business enterprises. Financial information about these entities is mostly contained in published financial statements, thus readers must often interpret financial accounts that have been prepared in an environmental context different from their own. This invariably leads to problems of understanding and interpretation. This course introduces students to the international dimensions of financial statement analysis. It examines differences in measurement practices that exist internationally, the reasons for these differences, their resultant financial statement effects, and methods that analysts and financial managers can use to deal with such differences. Additionally, the course explores some of the institutional structures that are evolving to deal with the issue of international accounting diversity.

Entertainment Accounting

C10.0049 2 credits.

Prerequisites: C10.0001.

This course is designed to enhance students' knowledge of the entertainment, media and technology (EMT) industries by examining accounting issues impacting these industries. It explores accounting topics pertaining to EMT industries such as revenue recognition, capitalization versus expensing costs, purchase accounting, and impairment of intangibles and long-lived assets. There is specific accounting guidance related to entertainment and media companies that students will learn and use while analyzing financial statements of EMT companies. The course focuses on film and TV production, publishing, music, new media, and broadcasting and cable companies. Students learn about business practices related to these industries and how the accounting for business transactions impacts a company's financial statements. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

Taxation of Individuals

C10.0063 3 credits.

Prerequisites: C10.0001 and junior standing.

This course is part of a sequence ideal for students who wish to pursue careers in investment banking, investment management, and consulting, and who have a strong interest in accounting. It provides a cursory understanding of taxation for individuals, corporations, and partnerships and is highly recommended for those majoring in finance, economics, marketing, and information systems.

Seminar in Accounting Theory and Effect on Current Issues

B10.6200 2 credits.

Prerequisite: C10.0003.

This course focuses on accounting conceptual framework, accounting concepts, standard setting measurement and recognition issues, and characteristics of accounting information as they relate to current accounting issues, including implications of the Sarbanes-Oxley Act.

Forensic Accounting and Financial Statement Fraud

B10.6210 2 credits.

Prerequisite: C10.0003.

This course imparts a detailed understanding of forensic accounting with particular emphasis on the methods to detect financial statement fraud. It demonstrates the various aspects of fraud, including fraudulent financial reporting; identifying fraud schemes, including computer fraud and methods of concealment; and analytical techniques in uncovering fraud and its prevention through effective internal control systems. It also includes an analysis of the general techniques used in working in litigation support services. Course content is of particular interest to accounting and finance professionals and has also become of critical interest to regulators and lawmakers due to the notoriety of recent financial scandals affecting the entire business community. It reviews the institutional structures recently put in place by lawmakers and accounting professionals to deal with fraud and its prevention, including the Sarbanes-Oxley Act and self-regulating measures adopted by the accounting profession.

Financial Reporting and Disclosure

B10.6302 3 credits.

Prerequisites: C10.0003 and sophomore standing.

This course is part of a sequence ideal for students who wish to pursue careers in investment banking, investment management, consulting, and public accounting. In addition to being a required course for accounting majors, it is highly recommended for those majoring in finance, economics, marketing, and information systems. The course complements C10.0003, Financial Statement Analysis by providing a more extensive analysis of financial statements and their underlying financial reporting rules. It uses tools learned in Financial Statement Analysis, such as ratio and accounting analysis, to discuss financial reporting principles, emphasizing the link between reporting principles and financial statements. Students learn how management uses financial reporting decisions to influence reported income and asset and liability values, and they gain the tools necessary to analyze the impact of alternative reporting decisions on financial statements.

Auditing

B10.6313 3 credits.

Prerequisite: B10.6302 or C10.0021.

This course is an intensive study of fundamental concepts and principles underlying the examination of the financial statement by the independent public accountant. It analyzes auditing and reporting standards and the responsibilities assumed by the auditor in the attest function within the broad framework of the code and principles of professional conduct. Emphasis is on the evaluation of evidential matter and the system of internal control. Students examine current literature, including the publications of the AICPA Auditing Standards Board.

Advanced Accounting Concepts

B10.6330 3 credits.

Prerequisite: C10.0003.

This course focuses on four major issues in financial reporting: (1) accounting for mergers and acquisitions; (2) preparation of consolidated financial statements; (3) translation of foreign currency financial statements and foreign currency transactions; and (4) accounting for derivatives, including the use of derivatives in hedging transactions.

Advanced Managerial Accounting

B10.6331 3 credits.

Prerequisites: C10.0002 and junior standing.

Focus is on decision-making in single- and multi-period environments where there are uncertainties and complex combinations of costs. The course looks at examples involving service and financial institutions and highlights current practices in performance management and evaluation.

International Reporting and Analysis

B10.6335 3 credits.

Prerequisite: C10.0003.

International business and the integration of global capital markets have spurred a growing interest among financial managers and investors in the fortunes of international business enterprises. Financial information about these entities is mostly contained in published financial statements, thus readers must often interpret financial accounts that have been prepared in an environmental context different from their own. This invariably leads to problems of understanding and interpretation. This course introduces students to the international dimensions of financial statement analysis. It examines differences in measurement practices that exist internationally, the reasons for these differences, their resultant financial statement effects, and methods that analysts and financial managers can use to deal with such differences. Additionally, the course examines some of the institutional structures that are evolving to deal with the issue of international accounting diversity.

Topics in Advanced Communication for Accounting

B45.6205 2 credits.

Prerequisite: C10.0003.

Persuasive communication is vital to many aspects of business life. This advanced course blends theoretical models for effective persuasion with practical application of course material in simulated accounting settings. Exercises focus on communicating to potential audiences of internal and external colleagues, including peers, senior managers, clients, and potential new business partners.

Judgment and Decision-Making Accounting

B65.6251 2 credits.

Prerequisite: C10.0003.

Successful business management depends on a thorough understanding of how people make decisions. Although traditional “rational” models of human reasoning make clear predictions about how people should make decisions, these models fail to fully capture how people actually make decisions in the real world. This course seeks to inform future

accountants of the sometimes counterintuitive but often predictable rules, processes, and heuristics that guide everyday decision-making, as well as how knowledge of these rules can be utilized to improve accuracy and effectiveness within the accounting field.

Conflict, Collaboration, and Negotiation

B65.6259 2 credits.

Prerequisite: C10.0003.

Successful business managers and consultants must know how to collaborate effectively with others and how to resolve conflicts constructively. This course teaches students the fundamentals of managing collaboration and conflict in one-on-one and small group settings. It aims to enhance students' interpersonal skills at their jobs. Drawing from the latest findings in managerial psychology, the course covers the fundamentals of effective negotiation, communication, and persuasion. Special topics include getting buy-in, coping with resistance, and building coalitions.

Taxation of Individual and Business Income

B95.6302 3 credits.

Prerequisites: C10.0001 and junior standing.

This course helps students develop a basic conceptual understanding of federal income taxation and provides tools for practical application to business and nonbusiness situations. Topics include capital asset and property transactions, business and personal deductions, depreciation, depletion, accounting methods and periods, retirement plans, tax credits, and the alternative minimum tax system. While emphasis is on taxation of individuals' business incomes, the course also gives an introduction to the taxation of corporations and partnerships. During the fall semester, students are required to enter the annual tax tournament scheduled for late November. Students in the spring semester are required to complete a group take-home project similar to the tax tournament case study.

Accounting for Financial Instruments

B10.6317 3 credits.

Prerequisite: C10.0003.

This course provides a conceptually sound and comprehensive treatment of the complex, developing, and imperfectly consistent financial reporting rules for financial instruments and particularly structured financial transactions. Two related facts provide the context for this course: (1) market participants continually design new financial instruments and transactions; and (2) the half-life of new financial reporting rules for financial instruments is about five years. Given these facts, the course aims to provide students with the intellectual tools to understand new financial reporting rules for financial instruments and transactions as they are written and to understand how newly developed financial instruments and transactions can stress existing financial reporting rules. Such understanding requires an awareness of the economically important features of the transactions and how these features generally are (and logically can be) only partly captured by financial reporting rules.

Taxation of Mergers, Acquisitions, and Related Matters

B95.6336 3 credits.

Prerequisite: C10.0003.

This study of the income tax rules relating to the formation and operation of business

corporations includes such topics as the organization of the corporation, redemptions, liquidations, reorganizations, divisions, multiple corporations, corporate tax attributes and carryovers, state income taxation, and U.S. taxation of foreign source income. The course emphasizes the practical tax aspects of mergers and acquisitions rather than the theoretical. Considerable independent reading and thought are required. Classroom discussions include problems and case studies. Students are assigned a group project requiring the solution of a case study in the area of corporate reorganizations and divisions.

Independent Study in Accounting

1-3 credits.

Prerequisite: Permission of the undergraduate faculty adviser.

ECONOMICS (C30)

Program of Study

Majors in Economics

So that students may select an approach to the study of economics most suitable to their personal aptitudes and interests, Stern allows students to choose to major in one of the two official economics majors: business economics or economic theory. Each major is described below.

Business Economics Major Requirements (12-15 credits)

A major in business economics is well-suited to students who have a general interest in understanding economic problems and policies and are interested in careers in business, law, public policy, or any other field in which a thorough understanding of economic problems and the economic way of thinking would be beneficial.

In addition to the two required core courses, Microeconomics (C30.0001) and Economics of Global Business (C30.0011), a minimum of four upper-level courses in economics, as outlined below, are to be taken at the Stern School from the following designated course lists and the College of Arts and Science (CAS) Department of Economics.

Note: Many CAS electives require either Intermediate Macroeconomics (V31.0012) or Intermediate Microeconomics (V31.0010) as prerequisites; C30.0001 is accepted as a prerequisite in lieu of V31.0010.

At least two of the four courses must be taken at Stern from the following categories:

Category A: *At least one* C30 Stern economics elective course.

Category B: *At least one* course from the following list:

Competitive Analysis
C70.0015

Pricing Strategies
C55.0053

Game Theory
C70.0020

Intermediate Macroeconomics
V31.0012

Students can fulfill the remaining elective course requirements by choosing at least two courses from the following list, including any courses from the lists above that were not taken as category A or B requirements for the major.

Note: Students who double major in marketing, finance, or management or co-major in international business cannot double count any courses taken toward the completion of their business economics major toward their other major.

Any Stern Economics Elective Course
C30.XXXX

Any CAS 200- or 300-level Economics Courses
V31.02XX or V31.03XX
(All prerequisites must be observed.)

Topics in Emerging Financial Markets
C15.0023

Behavioral Finance
C15.0029

International Financial Management
C15.0030

Futures and Options
C15.0043

International Business Management
C50.0004

Note: The following CAS economics courses are blocked to Stern students: Money and Banking (V31.0231); International Economics (V31.0238); and Financial Economics (V31.0368).

Economic Theory Major Requirements (28 credits)

The economic theory major is intended for students who wish to begin the formal study of economic reasoning with an emphasis on mastering the analytical tools. This program of courses relies on a higher level of abstraction and emphasizes the techniques of economic analysis rather than the study of specific economic problems or institutions. It is particularly well-suited for students who intend to pursue a professional career in economics, are considering graduate study in economics, or are pursuing careers or higher degrees in highly quantitative fields such as finance. Students are required to complete three semesters of calculus through V63.0123 (Calculus III) and are urged to talk to department advisers concerning additional recommended mathematics courses.

Students choosing the economics theory major should not take C30.0001 or C22.0103. Instead, they should take V31.0005, V31.0006, and V31.0020. In many instances, however, students may have already taken C30.0001 and/or C22.0103 before they consider their choice of a major. Students who have already taken these courses and have an interest in the economic theory major should consult a Stern academic adviser to

map out their major program. Specifically, students who have taken C30.0001 before deciding to pursue the economic theory major are not required to take V31.0005. Because the economic theory major involves a sequence of courses that develop the analytical techniques of economics, students should embark on the program as early as possible in their Stern careers.

The required courses in the economic theory major are the following:

Introduction to Economic Analysis
V31.0005

Mathematics for Economists
V31.0006

Microeconomic Theory and Analysis
V31.0011

Macroeconomic Theory and Analysis
V31.0013

Analytical Statistics
V31.0020

Introduction to Econometrics
V31.0266

Plus two elective courses from the Stern economics major (C30.XXXX) or from the CAS 300-level elective courses (V31.03XX).

Choosing Between or Changing Economics Majors

Students unsure which major is appropriate for their interests should seek advice from both the Stern Office of Academic Advising and the economics department faculty adviser. Transferring between economics majors can be complex, especially when switching from the business economics to the economic theory major. Students should discuss such changes with an adviser and are urged to do so early in their Stern careers.

Honors Program

The College of Arts and Science (CAS) Department of Economics offers an honors program in economics for qualified students in both Stern economics majors. A 3.65 overall grade point average (GPA) and a 3.65 GPA in economics courses are required. Students taking honors are required to write a thesis in their senior year. Interested students are encouraged to consult the CAS director of undergraduate studies in the spring of their junior year, prior to registration for the fall semester, for information concerning eligibility, details of the program, and application for admission.

Business economics majors interested in the Honors Program should take Intermediate Macroeconomics (V31.0012) and must also take Topics in Econometrics

(V31.0380) prior to admission. Economics theory majors must take and pass Introduction to Econometrics (V31.0266) prior to admission.

Honors students in both majors are expected to take Topics in Econometrics (V31.0380) as an elective before they begin writing their thesis. Students majoring in the business economics major are encouraged to take, but are not required to take, the honors sections of V31.0010 and V31.0012.

Honors students in both majors are required to take the Honors Tutorial (V31.0410) and the Honors Thesis (V31.0450). Students need to begin the application process during the fall semester of their junior year. The Honors Tutorial is given in the fall semester and is taken in the student's senior year. The Honors Thesis is given in the spring semester and is taken in the student's senior year.

Courses

The list of courses below is divided into three sections: (I) Stern economics core courses; (II) economic theory major courses; and (III) economics elective courses. The elective courses in section III are divided into two categories: category A (see page 50), Stern economics elective courses and category B (see page 51), courses for business economics majors. *Note: Students in either economics major can choose electives from any list.*

Courses listed with a (B) designation indicate that they will count only toward the business economics major.⁸ Courses listed with a (T) designation indicate that the course will count only toward the economics theory major. Courses with the notation (B, T) count toward either major.

(I) Stern Economics Core Courses

Microeconomics

C30.0001 4 credits. Fall and spring.

Prerequisite: V63.0121 or equivalent (AP Calculus AB/BC scores of 4 or 5).

This course covers basic microeconomic principles including applications of supply and demand analysis; consumer choice; theory of the firm under perfect and imperfect competition; game theory and strategy; and theory and policy issues in market imperfections, such as monopoly and antitrust, externalities and regulation, imperfect information and regulation, and income distribution.

Economics of Global Business

C30.0011 4 credits. Fall and spring.

Prerequisites: V31.0001 and V31.0002 or C30.0001 and sophomore standing.

This course examines the forces driving toward globalization—the integration of national business activities into globally competitive markets. The first part of the course discusses international trade—the role of comparative advantage and the gains from trade and the reasons for and effects of government policies that create impediments to trade.

⁸ CAS economics courses (V31) that have a (B) notation may also have a (P) designation when they are listed in CAS publications, as they also count toward the CAS Economic Policy track of CAS's economics major.

The second part of the course provides an overview of macroeconomic measurement and basic theoretical concepts. The third part of the course surveys the role of money and finance in global economic activity. Topics discussed include the role of exchange rates and government policies toward the foreign exchange market, including the choice between fixed and floating exchange.

Economic Principles I

V31.0001 4 credits.

Prerequisite: V63.0009 or equivalent.

This course focuses on the economy as a whole (the “macroeconomy”). It begins with the meaning and measurement of important macroeconomic data (on unemployment, inflation, and production), then turns to the behavior of the overall economy. Topics include long-run economic growth and the standard of living; the causes and consequences of economic booms and recessions; the banking system and the Federal Reserve; the stock and bond markets; and the role of government policy. *Note: This course is not required of Stern economics majors since C30.0011 provides an overview of the topics. It can be taken as a general elective (but not as an advanced elective to fulfill major requirements).*

(II) Economic Theory Major Courses

Introduction to Economic Analysis (T)

V31.0005 4 credits.

Identical with C31.0005. Open to freshmen and sophomores only. Prerequisite: V63.0121.

Corequisite: V63.0122.

This course introduces important tools economists use to solve problems, provides examples of how they are used, and prepares students for subsequent course work in the theory concentration. Topics include game theory, decision making by households and firms, competitive markets, long-run economic growth, disequilibrium, and short-run economic fluctuations. *Note: Students who know that they wish to pursue the economic theory major in their freshman year are encouraged to take this course in lieu of C30.0001. If, however, a student takes C30.0001 before they decide to major in economic theory, they are waived from this requirement.*

Mathematics for Economists (T)

V31.0006 4 credits.

Identical with C31.0006. Open to freshmen and sophomores only. Prerequisite: V31.0005. Corequisite: V63.0123.

This course is specifically designed to provide the appropriate mathematical tools for study in the theory concentration. Examples and motivation are drawn from important topics in economics including: elementary set theory and the abstract notion of a function; Cartesian products; convex sets and concave functions; differential calculus and partial derivatives; integration and the fundamental theorem of calculus; first- and second-order conditions for a maximum; implicit functions; and constrained optimization.

Analytical Statistics (T)

V31.0020 4 credits.

Identical with C31.0020. Prerequisite: V63.0122. Corequisites: V31.0006, V63.0123.

Restrictions: This course is not open to any student who has taken V31.0018; it is a more analytically-oriented course than V31.0018.

This course is a prerequisite for Introduction to Econometrics, C31.0266. Topics covered include descriptive statistics, calculation of moments, probability theory, an introduction to distribution theory, and an introduction to inference. Lab sessions enable students to run a wide variety of computer experiments and to simulate all distributions that are discussed as well as to experiment with a wide variety of statistical procedures. Students who have already taken Statistics for Business Control and Regression and Forecasting Models, C22.0103 or the combination of Statistics for Business Control, C22.0001 and Regression and Forecasting Models, C22.0003 are not required to take this course if they decide later in their academic career that they wish to pursue the economics theory concentration.

Microeconomics Theory and Analysis (T)

V31.0011 4 credits.

Identical with C31.0011. Prerequisites: V31.0005, V31.0006, V31.0020, and V63.0123, or equivalent.

This course provides a rigorous examination of consumer choice, profit-maximizing behavior of firms, and equilibrium in product markets. Topics include choice under uncertainty, strategic interactions between firms in noncompetitive environments, intertemporal decision-making, and investment in public goods.

Macroeconomics Theory and Analysis (T)

V31.0013 4 credits.

Identical with C31.0013. Prerequisites: V31.0005, V31.0006, and V63.0123.

This is the study of aggregate economic analysis, with special attention paid to the determination of the level of income, employment, and inflation. The course critically examines both the theories and the policies associated with them, and involves more formal analysis than that used in V31.0012.

Introduction to Econometrics (T)

V31.0266 (formerly V31.0366) 4 credits.

Identical with C31.0266. Prerequisites: V31.0006 and V31.0020.

This course examines the application of statistics and economic theory to the problems of formulating and estimating models of economic behavior. Matrix algebra is developed as the main tool of analysis in regression. The course acquaints students with basic estimation theory and techniques in the regression framework and covers extensions such as specification error tests, heteroskedasticity, errors in variables, and simple time-series models. The focus is on single-equation models.

(III) Economics Elective Courses

Stern and CAS Electives

Category A

Economics of Sex, Drugs and Rock & Roll (B, T)

C30.0210 3 credits.

Prerequisite: C30.0001.

This course shows students how economics can be used as an aid in understanding almost every aspect of human behavior: drug addiction, drug policy, crime, marriage, divorce, pornography, prostitution, suicide, religion, assisted reproduction, abortion, sports, gambling, and rock and roll music. With special attention paid to the evolution of economic ideas, as well as state-of-the-art economic theory and empirical analysis, the value of economics in shedding analytical light on these behaviors is demonstrated. Further, this course provides students with sufficient knowledge to decipher between the economic facts and economic myths that pervade popular news media, particularly on topics such as the legalization of drugs and the advantages and disadvantages of capital punishment.

Sports Economics (B, T)

C30.0211 3 credits.

Prerequisite: C30.0001, C22.0001

This course applies microeconomic theory and econometric analysis to sports and explores some public policy issues that have arisen in the design of sports competitions. The course is divided into four main parts: the structure of sports leagues, labor market issues, college sports, and the market for sports betting.

Global Perspectives on Enterprise Systems (B, T)

C30.0220 3 credits.

Prerequisite: C30.0001.

This course compares the development of rich and “emerging market” countries over time. Through both macro- and microeconomic perspectives, it examines political, cultural, and economic similarities and differences of national enterprise systems, paying special attention to impacts of government, financial institutions, entrepreneurship, and management.

Monetary Policy and the Financial System (B, T)

C30.0221 3 credits.

Prerequisite: C30.0011.

Monetary policy in the United States and around the world is frequently in the news as policymakers work hard to control inflation, bring about balanced growth, and maintain the stability of the financial system. This is an elective course that examines the institutions that run macroeconomic and financial sector policy both in the United States and around the world. The causes of the recent financial crisis and the responses of central banks and policy makers to the crisis are also examined. The course explains the functions of the central banks, including the Federal Reserve and international financial organizations like the IMF.

The East Asian Economy (B, T)

C30.0222 3 credits.

Prerequisite: C30.0001, C30.0011.

This course covers the economic development and current structure of East Asian nations, as well as the rise of regional economic interaction. It examines when, why and how these economies began the process of economic development; why many of them have been so successful at growing and industrializing quickly; and how these economies operate today. For the purpose of this course, “East Asia” consists of Japan, China, South Korea, Taiwan, Hong Kong, and the nations of Southeast Asia belonging to the Association of Southeast Asian Nations (ASEAN).

Business and the Environment (B, T)

C30.0225 3 credits.

Prerequisite: C30.0001.

Environmental problems typically arise from “market failures.” This course examines several environmental issues at local, national, and international levels, such as smog, acid rain, energy, fishing, and global climate change. Drawing on the theories of externalities, market failure, and mechanism design, it explores the causes of these problems and some of the potential remedies, including government regulation, voluntary associations, treaties, and markets for emissions, as well as potential related business opportunities.

Economies in Transition (B, T)

C30.0231 3 credits.

Prerequisites: C30.0001 and sophomore standing.

The collapse of communism in the former Soviet Union has led to the establishment of independent republics seeking to replace their failed planned economies with market economies. The difficulties of the transition follow directly from the discredited planned economy. This course provides the framework for understanding the transition by providing a basic knowledge of the administrative-command mechanism identified with central planning. Against this background, the economics of transition—including issues of privatization, demonopolization, and macroeconomic stability, as well as the appropriate speed of transition—are fully explored. Also included are the economies in transition of Eastern European countries, where similar attempts to create market economies to replace former planned economies are occurring.

Global Macro Issues (B,T)

C70.0230 3 credits.

Prerequisite: C30.0011.

Full course description can be found in the Multidisciplinary Courses section (page 101).

Category B

Pricing Strategies (B)

C55.0053 3 credits.

Prerequisite: C55.0001.

Full course description can be found in the Department of Marketing section (page 88).

Competitive Analysis (B)

C70.0015 3 credits.

Prerequisite: C30.0001 or V31.0002.

Students who have taken Industrial Organization, V31.0316 may not take this course.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Game Theory (B)

C70.0020 3 credits.

Prerequisite: Sophomore Standing.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Intermediate Macroeconomics: Business Cycles and Stabilization Policy (B)

V31.0012 4 credits.

Identical with C31.0012. Prerequisites: C30.0011 and a course in calculus (V63.0121 or above).

This is the study of aggregate economic analysis with special attention paid to the determination of the level of income, employment, and inflation. The course critically examines both the theories and the policies associated with them.

Other Stern and CAS Economics Electives

Topics in Emerging Financial Markets (B)

C15.0023 3 credits.

Prerequisites: C15.0007 and senior standing.

Full course description can be found in the Department of Finance section (page 63).

Behavioral Finance (B)

C15.0029 3 credits.

Prerequisite: C15.0007.

Full course description can be found in the Department of Finance section (page 64).

International Financial Management (B)

C15.0030 3 credits.

Prerequisites: C15.0002 and C30.0011.

Full course description can be found in the Department of Finance section (page 64).

Futures and Options (B)

C15.0043 3 credits.

Prerequisites: C15.0007 and senior standing.

Full course description can be found in the Department of Finance section (page 66).

International Business Management (B)

C50.0004 3 credits.

Prerequisites: C30.0011, C50.0001. Recommended: Junior standing.

Full course description can be found in the Department of Management section (page 79).

Economic History of the United States (B, T)

V31.0205 4 credits.

Prerequisites: C30.0001 and C30.0011, or V31.0005, or equivalent.

This course provides an analytic survey of the structure of the U.S. economy. Topics include national income and its distribution; population and land; capital accumulation and development of financial institutions; labor and labor unions; technological change; the market, both domestic and foreign; and the economic effects of government policy.

Ethics and Economics (B, T)

V31.0207 4 credits.

Prerequisite: C30.0001 or V31.0005.

This is the study of the interface between ethical and economic theories. Specific topics covered include a brief overview of various ethical ideas, an analysis of the ethical presuppositions of modern economic theory (especially welfare economics), utilitarian ethics, the moral status of free exchange, the ethical implications of imperfect knowledge between bargaining parties, cost-benefit analysis and human rights, the economic content of the “general welfare,” and laissez-faire.

Urban Economics (B, T)

V31.0227 4 credits.

Identical with V99.0310. Prerequisite: C30.0001 or V31.0005.

This course examines the city as an economic organization. Topics covered include urbanization trends, functional specialization, and the nature of growth within the city; organization of economic activity within the city and its outlying areas, the organization of the labor market, and problems of urban poverty; the urban public economy; housing and land-use problems; transportation problems; and special problems within the public sector.

Poverty and Income Distribution (B, T)

V31.0233 4 credits.

Prerequisite: C30.0001 or V31.0005.

This course defines poverty and welfare. Students analyzes who the poor are, why some people are rich and others poor, equality of opportunity, income and status, inequality, trends in the degree of inequality, government’s role in income distribution, and international comparisons of inequality.

Gender and Choices (B, T)

V31.0252 4 credits.

Identical with V97.0252. Prerequisites: C30.0001 and C30.0011, or V31.0005.

This course examines important economic influences on decisions women make concerning labor force participation and family, the theory of labor market behavior and discrimination, as well as public policy options.

Strategic Decision Theory (T)

V31.0310 4 credits.

Prerequisite: V31.0011.

This course is an introduction to noncooperative game theory. It focuses on a rigorous development of the basic theory with economic applications such as competition among oligopolists, how standards are set, auction theory, and bargaining. The formal topics include games in strategic form, Bayesian games, and games in extensive form.

Note: This course should not be taken by students who have already taken C70.0020, Game Theory.

Industrial Organization (B)

V31.0316 4 credits.

Prerequisite: C30.0001.

Students who have taken Competitive Analysis, C70.0015 may not take this course.

This analysis of the structure, conduct, and performance of firms and industries involves the development of a theoretical basis for evaluating performance. Topics include analysis of competition as a state-of-affairs versus competition as a process; the effects of advertising, economic concentration, and innovation on prices and production; and overall survey of contemporary antitrust law and economics.

Market Structure and Performance (T)

V31.0317 4 credits.

Prerequisite: V31.0011.

This course is designed to familiarize students with a modern approach to industrial organization economics. The modern approach relies extensively on the use of game-theoretic tools to model strategic market behavior and on extensive use of econometric methods for testing hypotheses regarding firm conduct and market performance. In particular, the course analyzes profit-maximizing business strategies of firms with market power as well as strategic interactions among firms in various types of imperfectly competitive markets. It addresses both static modes of competition as well as dynamic competition in research and development and product design. It also examines the scope of effective public policies designed to improve market performance. Throughout the course, mathematical-based models are used to develop the relevant concepts and test the pertinent theories of firm behavior.

Economic Development (B, T)

V31.0323 4 credits.

Prerequisites: C30.0001, C30.0011 and V31.0012 or V31.0011 and V31.0013.

This course studies the problem of economic underdevelopment, with special reference to the countries of Asia, Latin America, and Africa. The building blocks of economic theory are used to understand the historical experiences of these countries. Macroeconomic topics covered include economic growth, income distribution, and poverty, with particular emphasis placed on the concept of underdevelopment as a circular, self-reinforcing trap. Microeconomic topics include the study of particular markets that are especially relevant to developing countries: those for land, labor, and credit. Notions of market fragmentation, limited information, and incentive problems are emphasized. The course ends with international issues; trading patterns, capital flows, and global financial

crises are studied from the viewpoint of developing countries.

Topics in the Global Economy (B)

V31.0324 4 credits.

Prerequisites: V31.0012 and C30.0011.

This course covers special topics in the context of a global economy. They include fiscal and monetary policy under alternative exchange rate regimes; international transmission mechanisms; barriers to capital mobility; international policy coordination; optimum currency areas, customs unions, and free trade areas; multilateral trade; trade liberalization policies; and the role of the World Bank and of the IMF.

Economics of Energy and the Environment (B, T)

V31.0326 4 credits.

Prerequisite: C30.0001 or V31.0011.

This course is an economic analysis of major policy issues in energy and the environment, both domestic and international. Emphasis is on market solutions to various problems and market limitations in the allocation of environmental resources. Energy issues focus on OPEC and world oil markets, with attention paid to reducing oil import vulnerability; taxation and regulation of production and consumption; conservation of natural resources; and the transition to alternative energy sources. Environmental issues include policies to reduce pollution. Substantial attention is paid to global warming caused by consumption of fossil fuels.

Ownership and Corporate Control in Advanced and Transition Economies (B, T)

V31.0340 4 credits.

Prerequisite: C30.0001 or V31.0011.

The course discusses the conceptual foundations and empirical evidence concerning the effects of private ownership on corporate performance. It reviews the corporate control mechanisms in the United States, Germany, Japan, and the emerging market economies of Eastern Europe and the former Soviet Union. Particular attention is paid to the role of capital markets (takeovers and other shareholder control devices), banks and other financial institutions, and various corporate institutions (such as boards of directors and shareholder meetings) in facilitating or hindering corporate control and the efficient allocation of resources.

Labor Economics (B, T)

V31.0351 4 credits.

Prerequisite: C30.0001 or V31.0011.

This course analyzes the functioning of the labor market in both theoretical and statistical terms. It examines the determinants of wage and employment levels in perfect and imperfect labor markets, including the concept of education and training as human capital. Models of labor market dynamics are also studied, including those of job search and matching. The role of public policy in the functioning of labor markets is highlighted throughout.

Public Economics (B, T)

V31.0353 4 credits.

Prerequisite: C30.0001 or V31.0011.

In alternate years, the course stresses policy implications and the development of the theory. It includes and analysis of government economic policies and behavior; normative and positive economics; and the fundamental welfare theorems. It examines issues such as what goods should the government provide (public goods); when should the government tax private behavior (externalities); income redistribution and the welfare program; who pays the tax (tax incidence); the role of debt policy; and on what should taxes be levied (optimal taxation).

Law, Economics and Society (B)

V31.0355 4 credits.

Prerequisite: C30.0001.

This introduction to economic analysis of a variety of legal issues explores the relationship of legal institutions and laws to economic efficiency and social goals (such as justice). Topics are chosen from among the following: economics of property rights, externalities and environmental control, administrative processes, crime, contracts and liability, public utility and antitrust regulations, and individual rights and discrimination.

Experimental Economics (B, T)

V31.0360 4 credits.

Prerequisite: C30.0001 or V31.0011.

Experimental economics is predicated on the belief that economics, like other sciences, can be a laboratory science where economic theories are tested, rejected, and revised. This course reviews the methodology of conducting such laboratory experiments and investigates the use of experiments in a wide variety of fields. These include competitive markets, auctions, public goods theory, labor economics, game theory, and individual choice theory. This course is limited to 20 students and functions as a research seminar in which students present their work as it progresses during the semester. Students also get exposure to the experimental laboratory in the Department of Economics and to the research performed there.

Advanced Micro Theory (T)

V31.0365 4 credits.

Prerequisite: V31.0011.

This course is designed to introduce students to some of the main model-building techniques that have been developed by microeconomics. This course is intended for advanced undergraduates who have taken the necessary preparatory courses in economics and mathematics. Three basic topics are covered: (1) the static theory of consumer behavior both in a certain world and in an uncertain world; (2) the theory of general equilibrium; (3) the theory of dynamic optimization. In addition to the coverage of the economics, the advanced mathematical techniques needed to understand the material are reviewed.

Topics in Econometrics (B)

V31.0380 4 credits.

Prerequisites: C30.0001, V31.0012, and C22.0103.

The course examines a number of important areas of econometrics. Topics covered include identification and estimation of simultaneous equations models; model specification and testing; estimation of discrete choice models; and analysis of duration models. In addition to covering the relevant theoretical issues, the course includes the application of these methods to economic data.

Honors Tutorial (B, T)

V31.0410 4 credits.

Prerequisite: C30.0001, V31.0012, C22.0103, and V31.0380 or V31.0011, V31.0013, and V31.0266. This course is open only to honors students. For description, see Honors Program.

The objective of the course is to train students to write on economic topics and perform economic analysis efficiently and quickly, as well as to develop rhetorical skills. Once a week, two students each present a paper on an assigned topic that has been distributed previously to the other students. The students not presenting that week, as well as the instructor, critique the paper and the presentation. Each paper is to be revised and submitted to the instructor with a cover sheet indicating how the student dealt with each of the criticisms.

Honors Thesis (B, T)

V31.0450 (formerly V31.0400) 4 credits.

Prerequisite: V31.0410. This course is open only to honors students. For description, see Honors Program.

Normally, the thesis is written in the senior year, but students are advised to choose their topic and faculty adviser by the beginning of the senior year at the latest.

Additional Courses that can be taken as Advanced Business Economics Electives

Social Enterprise & Economic Development: The Indian Context⁹

C70.0025 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 99).

Global Macro Issues

C70.0230 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 101).

⁹ Admission into this course is by application only.

ENTERTAINMENT, MEDIA, AND TECHNOLOGY SPECIALIZATION

Program of Study

Students taking entertainment, media, and technology (EMT) courses gain a framework for understanding the strategy and operating principles that drive the individual components or sectors of the entertainment industry; the business activities that support content creation and the media used to deliver content; and the technology employed to create and deliver content. In addition to a structured curriculum, the program relies on industry speakers to provide firsthand insights into content development, deal making, and the impact of technology and globalization on the diverse sectors of the EMT industries.

Specialization in Entertainment, Media, and Technology Program Requirements (9 credits minimum)

Stern students cannot count a required course from the Business Core or their major toward the specialization. To complete the EMT specialization, students must take the foundational course Entertainment and Media Industries (C55.0040), plus 7 to 8 credits of EMT courses in Stern.

The EMT courses offered at Stern are listed below. Most are fully described in the Marketing (C55) section, but course descriptions may also be found in Accounting (C10); Information Systems (C20); Economics (C30); Management and Organizations (C50); and the Multidisciplinary Courses (C70) sections.

Entertainment and Media Industries
C55.0040

Advertising Management
C55.0003

Film Distribution and Finance
C55.0020

Entertainment Finance
C55.0021

Movie Marketing
C55.0022

Impact of Technology on Entertainment and Media
C55.0023

The Business of Broadway
C55.0025

Media Planning

C55.0041

Television Management: Network, Cable, and Satellite

C55.0044

Globalization of the Entertainment Industry

C55.0046

Sports Marketing

C55.0047

The Business of Producing

C55.0049

Craft and Commerce of Film

C55.0051

Entertainment Accounting

C10.0049

Electronic Commerce

C20.0038

Sports Economics

C30.0211

Strategic Analysis for Success in the Digital Age

C50.0016

Negotiation and Consensus Building

C50.0030

Entertainment Law

C70.0048

ENTREPRENEURSHIP SPECIALIZATION

Program of Study

In recent years there has been growing interest among college students in starting their own businesses. This generation has been raised amongst successful companies started by college entrepreneurs such as Apple, Google, Facebook, and Foursquare. A career as an entrepreneur offers flexibility, stability in an often unpredictable job market, and the opportunity to solve problems and be creative. Many Stern students strive to launch their own businesses and some are expected to join family businesses after graduation. For some undergraduates, starting their own businesses in high school was what originally drew them to business school.

Specialization in Entrepreneurship Program Requirements (9 credits)

Stern students cannot count a required course from the Business Core or their major toward the specialization. To complete the entrepreneurship specialization, students must take the foundational course Patterns of Entrepreneurship (C50.0085), plus one of the following options: (1) four additional entrepreneurship courses in the Stern Undergraduate College or (2) three additional entrepreneurship courses in the Stern Undergraduate College and one approved course in the Master of Business Administration program with approval from the Stern Undergraduate College Office of Academic Advising.

The entrepreneurship courses offered at the Stern Undergraduate College are listed below. Most are fully described in the Management and Organizations (C50) section, but course descriptions may also be found in Marketing (C55) and the Multidisciplinary Courses (C70) sections.

Patterns of Entrepreneurship
C50.0085

Managing People and Teams
C50.0007

Technological Innovation and New Product Development
C50.0008

Managing Change
C50.0025

Negotiation and Consensus Building
C50.0030

New Product Development
C55.0060

Entrepreneurship for the New Economy

C70.0040

Social Entrepreneurship

C70.0041

Entrepreneurship and Law in Practice

C70.0086

Business Start-Up Seminar

C70.0301

The Stern Undergraduate College Office of Academic Advising may choose to allow a student who petitions to count an MBA course from the list below toward the specialization. Please see a member of the academic advising team for course descriptions, prerequisites, and further information regarding these courses.

Social Venture Capital

B40.3148 1.5 credits.

Venture Capital Financing

B40.3173 1.5 credits.

Entrepreneurial Finance

B40.3361 3 credits.

Social Entrepreneurship

B65.2128 1.5 credits.

Managing the Growing Company

B65.2327 3 credits.

FINANCE (C15)

Program of Study

Finance Major Program Requirements (12 credits)

Students who decide to major in finance must take four courses in finance in addition to the required core course, Foundations of Financial Markets (C15.0002). These four courses must include C15.0007 Corporate Finance plus three electives from among the courses listed in the Advanced Courses section below.

In general, finance can be divided into two subfields—corporate finance and investments/capital markets. The chart on page 68 lists the advanced electives by the subfield to which they belong and the associated prerequisites. Note that the material in several courses overlaps both subfields. The two-course sequence of Foundations of Financial Markets (C15.0002) followed by Corporate Finance (C15.0007) also provides an excellent overview of these two areas in finance for non-majors.

A student may elect to take a fifth course in finance in addition to the core requirement; however, no more than five finance courses should be taken as part of a student's program of study. The Stern School and prospective employers both believe it is beneficial for every Stern graduate to have broad exposure to the analytical styles of business management in all its dimensions as well as to other non-business subjects.

Students majoring in finance should consult with their adviser in the Stern Office of Academic Advising by the end of their sophomore year to ensure that course distribution requirements are being met and to formally declare the finance major. The Department of Finance undergraduate faculty advisers are always available to advise on finance course selection or other matters students may wish to discuss.

Courses

Core Course

Foundations of Financial Markets

C15.0002 4 credits. Fall, spring, and summer.

Prerequisites: C22.0103 or C22.0001, C30.0001 or V31.0002 or V31.0005, and sophomore standing. Corequisite: C10.0001.

This is a rigorous course that develops the basic concepts and tools of modern finance. It explores in detail basic concepts of return and risk with a view to understanding how financial markets work and how different kinds of financial instruments are valued. These instruments, including equities, fixed income securities, options, and other derivative securities, become vehicles for exploring various financial markets and the utilization of these markets by managers in different kinds of financial institutions to enhance return and manage risk.

Required Course for Finance Majors

Corporate Finance

C15.0007 3 credits. Fall, spring, and summer.

Required course for finance majors. Prerequisite: C15.0002.

This course helps students develop an analytical framework for understanding how organizations make investment and financing decisions. Students also learn the theory and practice of various valuation techniques. There is an emphasis on understanding the theory and its applications to the real world as well as appreciating the limitations of the tools in practical settings. Specific topics include capital budgeting, investment decision rules, discounted cash flow valuation, real options, cost of capital, capital structure, dividend policy, and valuation methods such as WACC and APV.

Advanced Courses

Advanced Corporate Finance

C15.0008 3 credits.

Prerequisite: C15.0007.

The purpose of this course is to familiarize students with the core concepts and theory underlying much of the general understanding of corporate finance and its impact on corporate valuation. The first part of the course consists of lectures on corporate finance theory which explores the links between a firm's financing decisions, its investment decisions, and corporate structure through the lenses of taxes, information asymmetries, and the conflicts of interest between its various stakeholders. The second part of the course consists of case studies which illustrate the relevance of the theoretical framework for (understanding and designing) real-world corporate financial strategy and for (understanding and dealing with) strategic issues in corporate valuation. The course material is organized around central corporate finance "concepts" (debt overhang, risk-shifting, managerial agency, adverse selection, etc.) and "applications" (bankruptcy and restructuring, IPOs and valuation, M&A, corporate governance, etc.).

Risk Management in Financial Institutions

C15.0022 3 credits.

Prerequisite: C15.0002.

This course examines the management of risks in a wide range of financial activities, with a particular focus on market risk, credit risk and liquidity risk. It uses quantitative models to estimate credit losses, economic capital and value at risk, and to perform stress tests and scenario analysis. The course also analyzes the consequences of technological change, globalization, monetary policy, and the entry of new types of institutions into existing financial markets. It emphasizes the importance of systemic risk, moral hazard, and new regulations in light of the recent financial crisis.

Topics in Emerging Financial Markets

C15.0023 3 credits.

Prerequisites: C15.0002 and senior standing.

The perspective in this course is that of an investment manager specializing in emerging and frontier markets, and responsible for optimizing performance of investment portfolios at a bank, pension, endowment, or mutual fund. Investment opportunities in emerging financial markets around the world are examined in the context of performance optimization and global risk diversification against a typical backdrop of high per capita

income growth, low leverage, favorable demographics, accelerating urbanization, and improving transparency at both the macro-policy and corporate governance levels. Challenges considered include political risk, currency risk, asymmetric information, speculative pressure, and market manipulation. Liquidity limitations, legal constraints, and varying accounting rules and standards also pose challenges to emerging market investors. These unique challenges also provide unique opportunities not available in developed markets. Asset classes range from equities, currencies, bonds, and derivatives to real estate and private equity. Class discussion and reading focus on both the theoretical background as well as practical knowledge necessary to successfully navigate the opportunities and pitfalls of emerging and frontier market investing. The course also includes a select group of guest speakers who share their firsthand knowledge and accounts of investing and operating in emerging markets.

Debt Instruments

C15.0026 3 credits.

Prerequisite: C15.0002.

This course describes important fixed income securities and markets and develops tools for valuing debt instruments and managing interest rate risk. The course covers traditional bond pricing, term structure, and interest rate risk concepts. It also covers the analytical and institutional aspects of fixed income derivatives, such as interest rate swaps, forwards, futures, and options, as well as bonds with embedded options and mortgage-backed securities. Topics also include credit risk, bond portfolio management, financial engineering, and international fixed income. The study of fixed income is quantitative and technical by nature.

Behavioral Finance

C15.0029 3 credits.

Prerequisite: C15.0007.

This course uses human psychology and market frictions to shed light on asset returns, corporate finance patterns, and various Wall Street institutional practices. It starts with motivating evidence of return predictability in stock, bond, foreign exchange, and other markets. The course then proceeds to themes including the role of arbitrageurs in financial markets, the psychological and judgmental biases of average investors, and the financing patterns (such as capital structure and dividend policies) of firms who raise capital in inefficient securities markets and/or are led by irrational managers.

International Financial Management

C15.0030 3 credits.

Prerequisites: C15.0007 and C30.0011.

This course examines the operation of foreign exchange and international capital markets and applies financial management principles to the financial decisions of multinational corporations. It addresses topics such as economic determinants of exchange rates, currency market efficiency, exchange rate forecasting, techniques for measuring and managing exposure to exchange and political risk, and financing alternatives and capital budgeting decisions of multinational corporations. Readings and case studies are employed.

Real Estate and Capital Markets

C15.0038 3 credits.

Prerequisite: C15.0002.

This course introduces students to real estate securitization from both an equity and debt perspective. It analyzes alternative types of equity securitization vehicles including real estate investment trusts (REITs), commingled real estate funds (CREFs), real estate limited partnerships (RELPs), master limited partnerships (MLPs), and real estate swaps. The course also introduces students to mortgage-backed securities (MBSs) as an example of real estate debt securitization, and explores differences in their cash flows, prepayment, and default probabilities. It discusses the dynamics of mortgage prepayments and the pricing of the embedded call option in mortgages, followed by real-world applications. The course explores such mortgage derivatives as mortgage pass-throughs, interest-only and principal-only strips, floaters and inverse floaters, and various types of collateralized mortgage obligations such as planned amortization classes.

Real Estate Finance

C15.0039 3 credits.

Prerequisite: C15.0002. Corequisite: C15.0007.

This course covers the theory and measurement of return and risk on real estate financial decisions. Topics include loan valuation theory, determination of future costs, discounting procedures for cash flows of income-producing properties, and utilization of negative cash flows. Finance theory is applied to real estate decisions regarding land subdivision, property development, lender strategies, and the role of government agencies in real estate.

Equity Valuation

C15.0041 3 credits.

Prerequisite: C15.0007.

This course covers the valuation of stocks and businesses. Real life valuations of companies are an inherent part of the content. By the end of the course, students should be able to: (1) apply discounted cash flow analysis to find the intrinsic value of an asset; (2) define, describe, analyze, and apply any multiple (PE, Value/EBITDA, Price/Book Value, etc.) to find the relative value of an asset; (3) value any publicly traded firm, small or large, domestic or foreign, healthy or troubled; (4) value any private business for owners or investors (private equity, venture capital, IPO); and (5) separate fact from fiction, sense from nonsense, and real analysis from sales pitch in equity research reports, valuations, and general discourse.

Investment Topics: Microfinance

C15.0042 3 credits.

Prerequisite: C15.0002.

Microfinance refers to the provision of financial services to low-income clients. This course is designed to analyze the economics of microfinance and a range of related issues, including product design and strategic choices for reaching clients, the impact of culture and regulation, the feasibility of for-profit or venture models of microfinance, and

the impact of microfinance on economic growth and poverty.

Futures and Options

C15.0043 3 credits.

Prerequisite: C15.0002. Restriction: cannot be taken for credit in addition to V31.0337.

This course covers the theoretical and practical aspects of futures, options, and other derivative instruments, which have become some of the most important tools of modern finance. While the primary focus is on financial derivatives, contracts based on commodities, credit risk, and other nonfinancial variables are also covered. Topics include market institutions and trading practices, valuation models, hedging, and other risk management techniques. The course requires relatively extensive use of quantitative methods and theoretical reasoning.

Investment Management

C15.0044 3 credits.

Prerequisite: C15.0002.

This course represents a rigorous study of the theory and empirical evidence relevant to investment management. Topics include modern portfolio theory, the relation between risk and return, efficient markets, financial crises, and volatility and liquidity effects on asset returns. It is meant to provide students with a thorough preparation for a position in the field of investment management. Practical implementation issues are discussed in every topic, and every effort is made to incorporate current financial news and problems relevant to the practitioner.

Investment Banking

C15.0045 3 credits.

Prerequisite: C15.0007.

This course provides a broad overview of investment banking and of the forces that are continuing to change it worldwide. It focuses on three big questions: (1) How are things done in this business? (2) Why are they done that way? (3) How are they likely to be done in the future? The approach is to examine each of the principal businesses in which various financial service firms have been involved, including raising capital; financial advisory; broker/dealer positions; trading; investing the firm's own capital; managing the assets of others, both institutions and individuals; and risk management. Throughout, there are a number of overarching themes. Among these are the interplay of regulation, politics, globalization, and technology; the emergence of private equity funds and hedge funds as both critical clients and potential competitors for the major investment banks; the search for new, high-margin products, and whether that process has reached its limits; and the changing relationships among the different groups within the financial service company.

Mergers, Acquisitions, and Restructuring

C15.0050 2 credits.

Prerequisite: C15.0007.

This course presents the theories and empirical evidence on mergers, acquisitions, and restructuring, and analyzes the effects of various policy options on the stock values of

acquirer and target companies. Findings about the reaction of stock prices to information on control transactions are used to analyze the effects of various policy options in such transactions. Topics include evaluating acquisition targets, methods of payment in acquisitions, acquisition strategies, the use of leverage in acquisitions and the effects of acquisitions on bond values, major legal issues, case law, and defensive measures against hostile acquisitions. The course combines lecture material, analysis of cases, quantitative and qualitative analysis, and discussions of relevant news of such transactions. There is an emphasis on fundamental concepts of valuation and other areas of corporate finance related to M&As.

Topics in Entrepreneurial Finance

C15.0061 3 credits.

Prerequisite: C15.0007.

This course seeks to provide an understanding of the financial and transactional skills required to fund new businesses and mature firms. The course integrates both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in business start-up, venture capital, and private equity investment activities. The course presents frameworks and techniques needed to evaluate high-risk opportunities and structure appropriate investment transactions.

Independent Study in Finance

C15.0099 1-3 credits.

Prerequisites: C15.0007 and permission of the undergraduate faculty adviser.

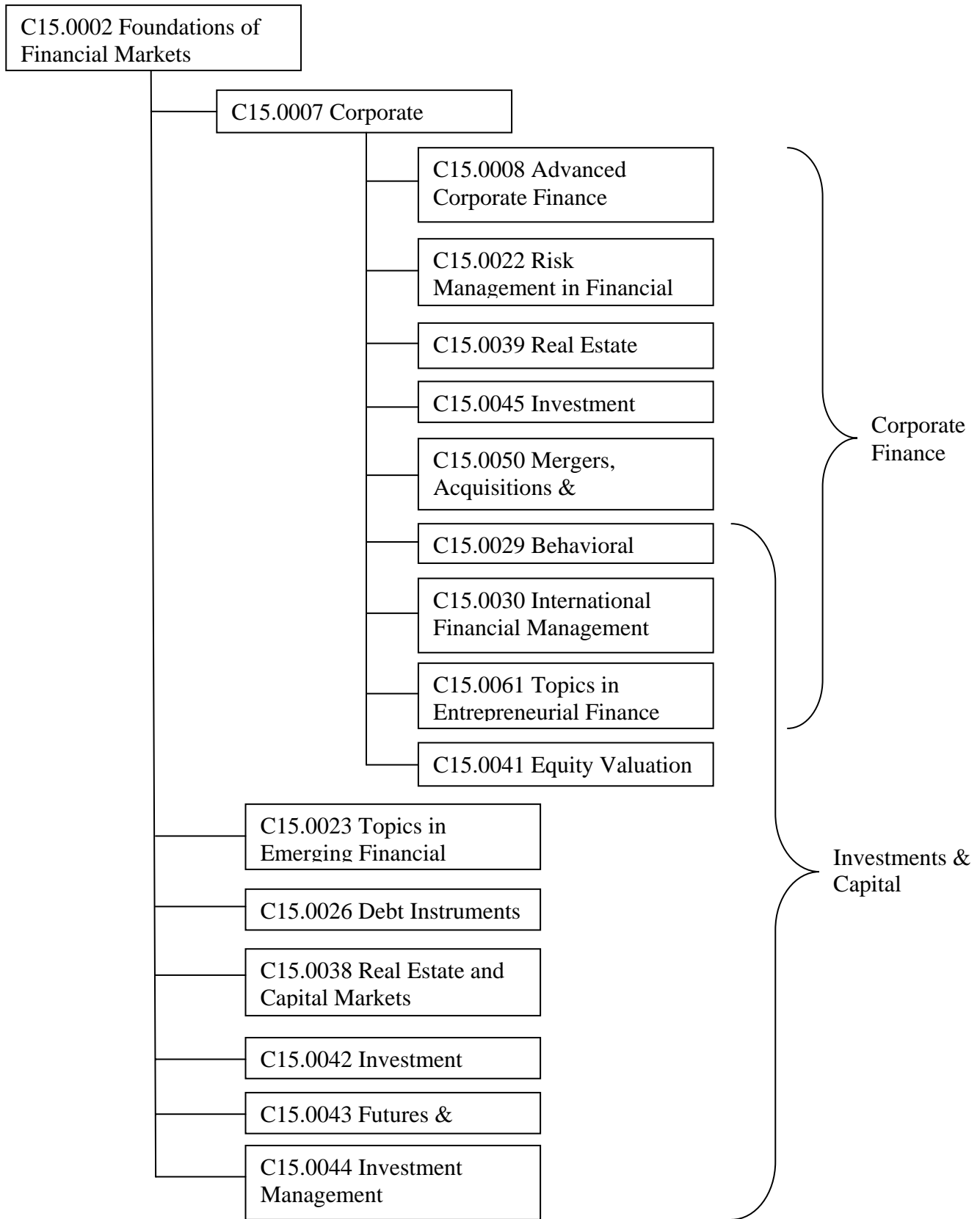
Independent Study provides an opportunity for a select group of seniors each year to work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Each student is expected to spend as much time on the independent study as would be spent on a regular course and the topic selected may not replicate an existing course. An information sheet on Independent Study is available at the front desk of the Finance Department office (KMC 9-190) or online at stern.nyu.edu/finance.

Additional Courses that can be taken as Advanced Finance Electives

Global Macro Issues

C70.0230 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 101).



INFORMATION SYSTEMS (C20)

Program of Study

Information Systems Major Requirements (12 credits)

Students who decide to major in information systems must take four information systems electives in addition to the required core course, C20.0001 Information Technology in Business and Society. Students may also substitute computer science electives, with the permission of the undergraduate faculty adviser.

Information Systems Tracks (9 credits)

The Information Systems group offers different areas of study known as tracks, which are separate from the information systems academic major. They are designed for students who want/need some knowledge of technology to augment another major. An information systems track requires 9 credits of Stern information systems electives selected from the courses listed for that area of study. Typically, at least one of the courses is required for the track and students cannot complete more than one. The tracks and the courses toward the major are listed below.

Financial Systems

This track is designed for students who want to focus on systems in the financial services industry.

Trading Strategies and Systems

C70.0035 (required for track)

Computational Approaches to Financial Engineering

C20.0036

Database Management Systems

C20.0046

Data Mining for Business Intelligence

C20.0057

Operations in Financial Services

C60.0006

Decision Models

C70.0007

Enterprise Systems

This track is designed for students interested in the implementation and implications of enterprise-wide systems and tools for personal productivity. The courses are especially useful for students interested in pursuing a career in consulting.

Electronic Commerce and Social Media
C20.0038 (required for track)

Database Management Systems
C20.0046

Data Mining for Business Intelligence
C20.0057

Decision Models
C70.0007

Global Outsourcing
C20.0070

Web-Based Systems

This track is designed for students who want a deeper understanding of Internet technologies. The Internet has become the standard method of delivering content to both internal and external users, as well as the basis for new standards for interfacing between business processes. This track includes courses that cover both development techniques for web-based systems as well as business applications.

Fundamentals of Computer Systems
C20.0035 (required for track)

Electronic Commerce
C20.0038

Database Management Systems
C20.0046

Search and the New Economy
C70.0036

Courses

Fundamental Course

Information Technology in Business and Society
C20.0001 4 credits. Fall and spring.
Prerequisite: Sophomore standing.

This course provides the background necessary to make decisions about computer-based information systems and to be an “end-user.” Two major parts of the course are hands-on experience with personal computers and information systems management. Group and individual computer assignments expose students to electronic spreadsheet analysis and database management on a personal computer. Management aspects focus on

understanding computer technology, systems analysis and design, and control of information processing by managers.

Advanced Courses

Fundamentals of Computer Systems

C20.0035 3 credits.

This course provides an in-depth introduction to some of the fundamental concepts of computer systems, including programming languages, principles of analysis, design of software systems, and management of large-scale IT projects. Students learn the material through a combination of class lectures and discussions, in-class demos, homework assignments, and work on a term project. Upon completion of this course, students will be able to: (1) understand the principles of writing structured programs and develop practical programming skills; (2) understand the principles of software development and what it takes to design and develop “industrial-strength” software systems through the integrated Systems Development Lifecycle process and other methods; (3) learn what it takes to launch and manage IT projects; and (4) develop practical hands-on skills by learning Visual Basic and other software development tools. The course does not assume any prior familiarity with programming concepts.

Electronic Commerce and Social Media

C20.0038 3 credits.

Prerequisite: Sophomore standing.

The Internet is revolutionizing the way people, businesses, and governments interact with each other. From Twitter to Facebook to Google, the shared infrastructure of IT-enabled platforms are playing a massive transformational role in today’s digital age. The web is now encroaching upon core business activities such as new product design, advertising, marketing and sales, word-of-mouth, and customer service. It is fostering newer kinds of community-based business models. There is a significant amount of economic value accruing from the content generated in spaces mediated by social media, and there are tangible means for monetization of such content through newer forms of online and mobile advertising. These processes are just beginning and will have enormous impact on daily activities and the way users relate to people and organizations. This course examines the major trends in electronic and mobile commerce and the emerging phenomena of user-generated content. In addition to internet marketing strategies and business applications, the course covers the business implications of social media such as blogs and microblogs, wikis, social networking sites, search engine and display advertising, and other multimedia content emerging on mobile phone-based platforms.

Systems Analysis and Design

C20.0043 3 credits.

Prerequisite: C20.0001

This course stresses concepts and methods used in the analysis and design of computer-based information systems. It explores the major issues at each stage in the design of a system, including the management of the implementation process. Various technical tools ranging from flow charts and decision tables to automated design techniques are

discussed. The course emphasizes the importance of users in the design process and focuses on approaches that improve the successful implementation of a computer system. A team project provides students with an opportunity to apply the concepts in class to a systems analysis and design problem. (This course is usually taught in summer and cross-listed as the MBA course, Business Process Design and Implementation).

Database Management Systems

C20.0046 3 credits.

Prerequisite: Some programming experience.

This course focuses on the overall management of the data needs of an organization and the design and development of database applications. Topics include conceptual data modeling, data security and integrity, distributed data management, recovery strategies, and overall database administration. Students learn the SQL language—an industry standard for relational databases—and design their own database applications using an available database management system such as Microsoft Access, mysql, or Oracle.

Computational Approaches to Financial Engineering

C20.0055 3 credits.

Prerequisites: C22.0103 or C22.0001 and C15.0002.

This course introduces students to a variety of financial engineering problems and solution approaches using software systems such as Excel, Matlab, and SAS. Emphasis is on the underlying data and how to access it, as well as techniques for attacking common problems such as the pricing of derivatives, evaluating risk, approaches to building quantitative trading systems, and monte carlo simulation approaches in Value at Risk calculations. While by its nature, the course requires some mathematical skills and an understanding of probability theory, there is no assumption that students have a background in many of the advanced mathematical concepts used in the theory of financial engineering. Students should either be taking the Futures and Options course or have a basic familiarity with the concept of options and other financial derivatives.

Data Mining for Business Intelligence

C20.0057 3 credits.

This course teaches students how to structure and solve business problems using data-driven analysis and modeling. The course has three closely related goals. They are to: (1) introduce students to state-of-the-art data-mining methods that support decision making by extracting useful knowledge from the increasingly large volume of data that organizations collect; (2) provide an analytical framework within which students can apply these data-mining techniques successfully to data-rich business problems; and (3) give students hands-on experience using the techniques to extract knowledge from data. Emphasis is on creative problem formulation and analysis. The course assumes prior knowledge of Microsoft Excel and the fundamentals of finance, marketing, and operations at the level of Stern core courses. Prior experience with a programming language or with data mining is useful but not necessary.

Global Outsourcing

C20.0070 3 credits.

This course focuses on the rapidly growing phenomenon of global outsourcing and offshoring of professional jobs in IT, finance, accounting, biotechnology, engineering, human resource management, and customer support, often involving such popular destinations as India, China, Philippines, Russia, Brazil, and Canada. It draws on economic and management theories as well as real world examples to explore both socio-economic impacts of offshoring and managerial practice that service buyers and providers can employ to improve organizational outcomes.

Independent Study in Information Systems

1-3 credits.

Prerequisite: Permission of the undergraduate faculty adviser.

Students work one-on-one with a faculty member on a topic selected by the student and approved by the supervising faculty member. Students are expected to spend as much time on the independent study as would be spent on a regular course and the topic selected may not replicate an existing course.

Additional Courses that can be taken as Advanced Information Systems Electives

Decision Models

C70.0007 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Trading Strategies and Systems

C70.0035 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 99).

Search and the New Economy

C70.0036 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 99).

Note: Juniors and seniors may also register for selected MBA courses with the permission of the undergraduate adviser.

INTERNATIONAL BUSINESS

Program of Study

International Business Comajor Requirements (12-14 credits)

International Business Management
C50.0004

and either

International Financial Management
C15.0030

or

International Marketing Management
C55.0064

Plus two electives chosen from either international business or international non-business, or a combination thereof.

Note: A Stern elective course may satisfy only one major requirement (e.g., International Financial Management can count toward the IB comajor requirement OR as an advanced finance elective, but it cannot satisfy both requirements). Refer to page 171 in the Policies and Procedures of the College section of this bulletin for more information about the restrictions on double-counting Stern course work.

Students co-majoring in international business should consult with their adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure that course distribution requirements are being met and to formally declare the international business co-major. The international business undergraduate faculty adviser is always available to advise on international business course selection or other matters international business students may wish to discuss.

International Business Elective Options (3-4 credits)

International Financial Management
C15.0030
(Based on selection above)

Economies in Transition
C30.0031

Topics in Emerging Financial Markets
C15.0023

International Marketing Management

C55.0064

(Based on selection above)

Social Enterprise & Economic Development: The Indian Context¹⁰

C70.0025 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 99).

International Accounting and Financial Statement Analysis

B10.3335

Economic Development

V31.0323

Introduction to Economic Issues: Spain and Europe

V31.9170

(Offered at NYU in Madrid)

International Non-business Elective Options (4-8 credits)

Foreign Language

Students co-majoring in international business are strongly encouraged to fulfill one of their elective requirements for the co-major with the foreign language option. Any 8 credits (or more) of course work in a single foreign language counts as one of the two electives for an international business co-major. For example, a student choosing this option would also need to choose one additional course from the business or non-business options to satisfy the department core requirements. *Note: Students may also take any 6-credit intensive language course (such as V45.0010, Intensive Elementary French I) to satisfy this requirement.*

Non-foreign Language

In general, an international non-business elective is one that has some significant impact on business practices of the 21st century. The international business undergraduate adviser evaluates courses for appropriateness. To request a course evaluation, the international business undergraduate adviser needs to receive the syllabus of the course, either in person or via e-mail, and a description of the request. Applicable courses may be offered through, but are not limited to, the College of Arts and Science, Wagner Graduate School of Public Service, and Tisch School of the Arts.

Examples of appropriate courses include:

- Modern South Africa and Ghana
- Comparative Economic Systems
- Cities in a Global Context
- NYU in Florence—Italian Politics

¹⁰ Admission into this course is by application only.

- NYU in Prague—Ownership and Corporate Control in Advanced and Transition Economies

Examples of inappropriate courses include:

- Civilization and Religions
- Development of Latin American Culture
- Topics: History of Science, Technology, and Medicine in Modern Europe
- NYU in London—A History of London
- NYU in Madrid—Fascism

Courses

Core Courses

Economics of Global Business

C30.0011 3 credits. Fall.

Prerequisites: V31.0001 and either V31.0002 or C30.0001, and sophomore standing.

Full course description can be found in the Department of Economics section (page 47).

International Studies Program

C50.0011 4 credits. Spring.

Prerequisites: C30.0011 and junior standing.

Full course description can be found in the Department of Management section (page 78).

Advanced Courses (for juniors and seniors only)

International Business Management

C50.0004 3 credits. Fall and spring.

Prerequisites: C30.0011, C50.0001. Recommended: Junior standing (best done along with or following ISP C50.0011)

Full course description can be found in the Department of Management section (page 79).

Topics in Emerging Financial Markets

C15.0023 3 credits.

Prerequisites: C15.0007 and senior standing.

Full course description can be found in the Department of Finance section (page 63).

International Financial Management

C15.0030 3 credits.

Prerequisites: C15.0002 and C30.0011.

Full course description can be found in the Department of Finance section (page 64).

Global Macro Issues

C70.0230 3 credits.

Prerequisite: C30.0011.

Full course description can be found in the Department of Economics section (page 101).

Economies in Transition

C30.0031 3 credits.

Prerequisites: C30.0001 and sophomore standing.

Full course description can be found in the Department of Economics section (page 50).

International Marketing Management

C55.0064 3 credits.

Prerequisite: C55.0001.

Full course description can be found in the Department of Marketing section (page 89).

Independent Study in International Business

1-3 credits.

Prerequisite: Permission of the undergraduate faculty adviser.

MANAGEMENT AND ORGANIZATIONS (C50)

Program of Study

Management Major Requirements (12 credits)

Students who decide to major in management must take four courses (12 credits) in advanced management electives in addition to the required business core course Management and Organizational Analysis, C50.0001. Some multidisciplinary (C70) courses have also been approved to count toward fulfilling management major requirements.

Students majoring in management and organizations should consult with their adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure that course distribution requirements are being met and to formally declare the management major. The Department of Management and Organizations undergraduate faculty adviser is always available to advise on management course selection or other matters management students may wish to discuss.

Courses

Core Courses

Management and Organizational Analysis

C50.0001 4 credits. Fall and spring.

Prerequisite: Sophomore standing. Highly recommended for all sophomores.

This course addresses contemporary management challenges stemming from changing organizational structures, complex environmental conditions, new technological developments, and increasingly diverse workforces. It highlights critical management issues involved in planning, organizing, controlling, and leading an organization. Ultimately, it aims to strengthen students' managerial potential by providing general frameworks for analyzing, diagnosing, and responding to both fundamental and complex organizational situations. It also provides opportunities for students to enhance their communication and interpersonal skills, which are essential to effective management. The structure of the course encourages learning at multiple levels: through in-class lectures, exercises, and discussions; in small teams carrying out projects; and in individual reading, study, and analysis.

International Studies Program

C50.0011 4 credits. Spring.

Prerequisites: C30.0011 and junior standing.

The International Studies Program (ISP) builds on the historical and cultural courses of the first two years of undergraduate study and on Economics of Global Business, C30.0011. Students develop frameworks and techniques for analyzing how countries differ and the impact of those differences on opportunities for the growth and profitability of multinational firms headquartered or investing in different countries. Students also develop concepts and tools useful in formulating competitive strategy for multinational firms competing in global industries. Working in teams, students carry out an in-depth

study of a company located in a foreign country. This study consists of three parts: (1) a written proposal; (2) research and data collection from secondary sources, augmented by primary research on-site in the foreign country during spring semester break; and (3) preparation of a final report and oral presentation of findings. Teamwork and oral and written presentation skills are an integral part of the ISP. This course cannot be taken to meet any elective requirements for the management major.

Advanced Courses

International Business Management

C50.0004 3 credits.

Prerequisites: C30.0011, C50.0001. Recommended: Junior standing.

This course focuses on the “strategic” and “organizational” challenges facing the multinational firm. Types of questions addressed in the course include: (1) What differentiates a global from a domestic industry? (2) How does/should a multinational operate in these different environments? (3) What are the sources of competitive advantage in a global context? (4) How does a multinational company (MNC) play the global chess game? (5) Why and when do/should companies engage in cross-border strategic alliances? (6) What are the associated risks and how do companies guard against them? (7) What potential roles can foreign subsidiaries play in an MNC’s global strategy? (8) What organizational structural alternatives are available to multinational companies? (9) How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? (10) How do/should multinational companies manage knowledge and innovations? (11) What do/should companies do about the multicultural environment in which they operate?

Managing People and Teams

C50.0007 3 credits.

Prerequisite: C50.0001.

This course combines theory with skill building to help students learn how to be effective managers and team members. Topics include issues such as power and politics, managing collaboration in and across teams, motivating effort, performance, social judgment, and cross-cultural issues. Students learn how organizations can improve their effectiveness through better management of people and how individual managers can be more effective in working with and leading others. This course builds on the Management and Organizational Analysis course by providing a more in-depth look at behavior within organizations. Extensive use is made of experiential exercises and small group discussions.

Managing Innovation

C50.0008 3 credits.

Prerequisite: C50.0001.

Technology, innovation, and entrepreneurship are some of the most frequently used terms in today’s business environment. More than ever, people are bombarded by products and technologies that are changing how we live and work (e.g. MP3 and wireless, and high-definition television). Topics covered include: (1) What is technology? (2) What are the

forces that shape its evolution? (3) How should people forecast? (4) What roles do strategic alliances, standards, and intellectual property play? (5) How should people create product development teams? (6) How should people create organizations that foster innovation? (7) What is the role of creativity in the development of new technologies?

Strategic Analysis for Success in the Digital Age

C50.0016 2 credits.

Prerequisite: C50.0001.

The emphasis of this course is on using the tools of organizational and strategic analysis to understand the competitive vortex that has been caused by digital convergence in entertainment, media, and technology firms. The course takes a managerial point of view—emphasizing the framing and resolution of large, multidimensional problems. As such, the course asks students to act as advisers to general managers or as general managers themselves. It involves case analyses that require application of the conceptual materials read for each class. The structure of the class is based on the premise that effective firm performance in these conditions requires coordination of people and groups of people.

Strategic Analysis for Leaders, Analysts, and Consultants

C50.0020 2 credits.

Prerequisite: C50.0001.

This course focuses on the competitive strategy of the firm, examining issues central to its short- and long-term competitive position. Students are asked to put themselves in the role of key decision maker and to develop or maintain the competitive advantage of the firm in a given industry or industry segment. This course emphasizes the need to look outward to the environment and inward to the firm's resources and capabilities and operating policies. Students learn concepts and tools for analyzing the competitive environment, strategic position, and firm-specific capabilities in order to understand the sources of a firm's advantage. Businesses create value by operating in positions within industries that, by virtue of the characteristics of the industry, the position, and the firm, are defensible from the encroachment of competitors and deterioration of the environment as a whole. Additionally, students address corporate strategy issues focusing on the management and understanding of multi-product, multi-location, and multi-business firms. This portion of the course investigates the economic logic and organizational constraints associated with diversification and horizontal and vertical integration.

Managerial Skills

C50.0021 3 credits.

Prerequisite: C50.0001.

Many companies bestow a management title on key talent and expect appropriate behavior to follow, but that is not the most effective way to develop future business leaders. Increasing self-awareness and openness to feedback are important first steps in leading today's business for tomorrow's results. This course focuses primarily on the practical aspects of managing. While based on solid research, it stresses a hands-on

approach to improving students' management skills. Each session focuses on developing (1) personal skills: self-awareness, managing stress, solving problems, and creativity; (2) interpersonal skills: coaching, counseling, supportive communication, gaining power and influence, motivating self and others, and managing conflict; and (3) group skills: empowering, delegating, and building effective teams.

Women in Leadership

C50.0023 3 credits.

Prerequisite: C50.0001.

In the past half century, women have played increasingly prominent roles in the U.S. labor force, as workers, managers, and executives. This phenomenon, arguably one of the most significant in contemporary demography, has vast implications for organizations, individuals (both female and male), and the economy as a whole. In addition to the societal issues raised by women's increased labor force participation, practical day-to-day issues have arisen that must be addressed by individuals and the organizations in which they work. The goal of this course is to assist students in developing an informed perspective on the organizational dynamics businesses will face during the next decade; to recognize how business organizations can capitalize on the talent pool that has been created; and to provide insight into the opportunities and obstacles students may encounter because of the changes described.

Managing Change

C50.0025 3 credits.

Prerequisite: C50.0001. Recommended: C50.0007.

Managing change is a central concern for today's managers, as business environments become increasingly competitive, knowledge driven, and complex. Managing change is the primary focus of the management consulting industry. Yet according to management experts, seventy percent of corporate change initiatives fail for various reasons including internal resistance and distrust, difficulties aligning the new strategic direction with existing capabilities, and lack of vision. Managing in turbulent times requires a solid understanding of what change is about, what are its critical aspects, and how one can lead change initiatives in a disciplined and successful way. Case analysis and applied projects are the major vehicles for learning in this course. Assignments are designed not only to assess students' grasp of relevant theories and analytical tools, but also to enhance communication skills relevant to general management. This course is particularly relevant for students who plan to pursue careers as general managers or management consultants.

Negotiation and Consensus Building

C50.0030 3 credits.

Prerequisite: C50.0001.

Effective negotiation and consensus-building skills are essential for success in almost any work life domain—whether your goal is to be an entrepreneur, film producer, business manager, or political leader. The purpose of this course is to study how people reach agreement and to develop an analytical approach for reaching more effective agreements in organizational settings. The course draws from research in psychology and economics

to provide academic content, while making use of role-playing exercises and experiential learning to emphasize key applied lessons.

Growth Strategy and Management

C50.0035 3 credits.

Prerequisite: C50.0001 and sophomore standing.

This course prepares students to devise and implement strategies that enable businesses to make the leap from entrepreneurial ventures to successful, professionally managed SMEs.

Patterns of Entrepreneurship

C50.0085 3 credits.

Prerequisite: C50.0001.

This course offers a framework for understanding the entrepreneurial process and exposes students to challenges, problems, and issues faced by entrepreneurs who start new businesses. Case study is the principal teaching method, supplemented by lectures, business cases, and guest speakers. Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and assess and obtain the required resources, and manage the growth of new ventures.

Independent Study in Management and Organizations

1-3 credits.

Prerequisite: Permission of the undergraduate faculty adviser.

Independent study provides students of academic quality an opportunity to engage in intensive independent study of management issues or pursue a career-related subject area of managerial significance. It requires completion of an individual report based on the student's investigation, research, and critical analysis, and must be supervised by regular, full-time faculty and approved by the management department's undergraduate faculty adviser.

Additional Courses that can be taken as Advanced Information Systems Electives

Decision Models

C70.0007 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Competitive Analysis

C70.0015 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Game Theory

C70.0020 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Entrepreneurship for the New Economy

C70.0040 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 100).

Social Entrepreneurship

C70.0041 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 100).

MARKETING (C55)

Program of Study

Marketing Major Requirements (12 credits)

Students who wish to major in marketing must take 12 credits of marketing courses in addition to the required Business Core course Introduction to Marketing, C55.0001.

These 12 credits include the following courses:

Consumer Behavior
C55.0002

Marketing Research
C55.0009

Plus 6 credits of advanced marketing electives. Students may take marketing electives in any combination of 3-credit courses or 2-credit minicourses.

Students majoring in marketing should consult with their adviser in the Stern Office of Academic Advising during sophomore year to ensure course distribution requirements are being met and to formally declare the marketing major. The Department of Marketing's undergraduate faculty adviser is available to advise on marketing course selection or other matters marketing students may wish to discuss.

Students interested in augmenting their studies of marketing research are encouraged to consider a double major in marketing and statistics. Students who choose to double major should meet with the faculty advisers for both marketing and statistics as well as their academic adviser to discuss how this combination may impact their chosen curricular path. Refer to page 91 for more information on the statistics major.

Courses

Core Course

Introduction to Marketing
C55.0001 4 credits. Fall, spring, and summer.
Prerequisite: Sophomore standing.

This course evaluates, from the management point of view, marketing as a system for the satisfaction of human wants and a catalyst of business activity. It deals with the subject on all levels, from producer to consumer, and emphasizes the planning required for the efficient use of marketing tools in the development and expansion of markets. The course concentrates on the principles, functions, and tools of marketing, including quantitative methods, and utilizes cases to develop problem-solving ability in dealing with specific areas.

Fundamental Courses

Consumer Behavior

C55.0002 3 credits. Fall, spring, and summer.

Prerequisites: C55.0001 and sophomore standing.

This course presents a comprehensive, systematic, and practical conceptual framework for understanding people as consumers—the basic subject matter of all marketing. It draws on the social sciences to evaluate the influence of both individual and ecological factors on market actions. Students discuss relevant psychological and sociological theories and study how they can be used to predict consumers' reactions to strategic marketing decisions. Basic methodologies for research in consumer behavior are developed and applied. Course emphasis is on developing applications of behavioral concepts and methods for marketing actions.

Marketing Research

C55.0009 3 credits. Fall and spring.

Prerequisites: C55.0001 and either C22.0001 or C22.0103, and sophomore standing.

This course is designed to provide students with both research and managerial perspectives in the development and application of marketing research tools and procedures. It describes the development of research designs from problem formulation to analysis and submission of the research report. Students analyze techniques of marketing research such as focus groups, experimental design, surveys, sampling, statistical analysis, and reporting. Cases are utilized in the development of methods and in specific areas of application.

Advanced Courses (requires sophomore standing)

Advertising Management

C55.0003 3 credits.

Prerequisite: C55.0001.

This course provides students with a comprehensive framework and tools to understand the advertising process and to appreciate managerial and theoretical perspectives in advertising. It describes the stages in developing an advertising plan - from analyzing the situation and defining clear advertising objectives to execution. Students learn tools related to various skill areas in advertising, including account planning, media planning and buying, and copywriting/art direction, while developing a broader appreciation of how each of these skill areas fit into the overall structure of the advertising process. Course work involves a comprehensive group project that utilizes learning in all functional areas of advertising while simulating development of an advertising campaign.

Film Distribution and Finance

C55.0020 2 credits.

This course is designed to give business and film students a basic understanding of how the production of feature films and cable and broadcast television films and series are financed. It explores the players who invest in production, why they are investing, and how these transactions are accomplished. Course study covers the basic elements of these transactions, including copyright exploitation, distribution, and the flow of funds. Students examine examples of “real-world” transactions involving bank financing of

feature films, distributor and producer coproductions and cofinancings, cable television financings, and the funding of series for broadcast television. The course also includes a case study of producing in Canada.

Entertainment Finance

C55.0021 2 credits.

This course is an introduction to the world of entertainment from the perspective of the chief financial officer. It is designed for students to attain a basic financial understanding of a variety of entertainment subcategories including film, television, music, cable, and the Internet. Prior knowledge of the entertainment industry or finance is not assumed. Each area of entertainment has a unique structure and language and is a prerequisite to the application of financial thinking. Upon the completion of this course, students should have an understanding of the structure, language, and financial considerations of each of the entertainment sectors presented. In addition to text materials, real-life examples are presented and include vignettes ranging from films such as Titanic and Apollo 13 to television commercials to Internet successes and failures. Accounting and finance principles are introduced and applied throughout the course.

Movie Marketing

C55.0022 2 credits.

This course gives students a basic understanding of key business issues relating to producing, distributing, marketing, and exploiting feature films. The course examines key aspects of the movie business, including managing a creative enterprise, deal making, acquiring rights, building a library, branding, and all aspects of effective marketing.

Impact of Technology on Entertainment and Media

C55.0023 2 credits.

Technology has impacted almost every industry, but its impact on entertainment has been and will continue to be particularly profound. Throughout the value chain, from content creation to distribution and consumption, technology has changed the way consumers view and use entertainment. It has dramatically altered the entertainment landscape, with more changes on the way. Advertising is another industry that touches everyone hundreds of times a day and it too is beginning to feel significant impact from changes in technology brought on by audience fragmentation, interactivity, and VOD technology. This course provides a brief introduction to each of these industries and examines the impact that technology has had on them, including a realistic assessment of possibilities for the future.

The Business of Broadway

C55.0025 2 credits.

This is a specialty marketing course designed to provide students with a framework for understanding the dynamics of Broadway and live theater as an important business enterprise within the entertainment industry. The focus is on understanding the development and application of the economics, finance, structure, implementation and staging of performances, as well as the marketing strategies and tactics for gaining audience awareness and decision to purchase. Students also explore licensing,

sponsorships and promotion, deal structures, touring and the Road. The course includes lectures, discussions, site visits, and project work.

Entertainment and Media Industries

C55.0040 2 credits.

This course provides students with a framework for understanding key marketing issues facing organizations in the entertainment industry. It establishes a basis for the formulation of marketing tactics and strategies for firms competing for consumers' discretionary spending. Course study covers recent developments in major sectors of the entertainment industry including movies, television, cable, theater, and sports. Students examine issues that cut across all types of entertainment marketing, including licensing and promotion, using case studies and working on projects.

Media Planning

C55.0041 2 credits.

This course provides a framework for understanding the role of strategic media planning in the overall context of marketing and advertising decisions. It covers audience research as well as selection, evaluation, and planning of all major advertising media, and considers various decisions and problems that arise in the media planning process. The knowledge gained in this course is useful for those interested in any career that requires them to interact with the media industries, such as brand management, advertising, research, as well as the media and entertainment industry.

Television Management: Network, Cable, and Satellite

C55.0044 2 credits.

This introduction to the broadcast and cable television industries from a business perspective provides a basis for understanding how the television industry works and focuses on the primary areas of concern for today's television executives including programming, production, advertising, regulation, and the effects of new technologies. The goal of the course is to provide (1) an understanding of the economics of the television industry, (2) an appreciation of the differences between broadcast, cable, and satellite television, and (3) an overview of the major issues facing television management.

Globalization of the Entertainment Industry

C55.0046 2 credits.

This course provides a framework for understanding the global expansion of media and entertainment companies. It examines the impact that the significant export growth of American leisure products and services has on the U.S. economy. It also analyzes the strategies of several leading entertainment and media multinational companies and the development of their entertainment businesses within the major world economic zones. The course includes readings and case studies, as well as visits from international speakers.

Sports Marketing

C55.0047 2 credits.

This course provides an overview of sports marketing as a component of a fully integrated marketing communication strategy. Students study the history and contemporary application of sports marketing as a method to achieve goals, and consider corporate as well as sporting property use of sports marketing strategies to achieve business objectives. The course examines strategies that address critical business constituencies, including consumers, trade factors, employees, and the financial community. It covers sports marketing within the context of special sporting event sponsorships and professional sports teams as well as governing organizations, sports media (broadcast, print, and the Internet), licensing, and hospitality.

The Business of Producing

C55.0049 2 credits.

This specialized EMT course within the Berkley Center for Entrepreneurial Studies provides students with a framework for understanding the dynamics of producing (as a business profession) a finished creative product in the entertainment and media industries, developing a business model, and generating an income stream to repay and provide investors with a profit. Students learn the process of feature film and long-form television production from the initial concept of the story through script development to completion of the project. The course covers the most important steps in the production of an independent film, a studio project, a network TV or cable show, a radio program, a Broadway production, and an advertising television commercial. It explores all the elements a producer must know, understand, and eventually become skilled with through mastery of development, including script selection, finance, budgeting, timetable development, team building, talent selection, sales, contract and union negotiation, regulations, technology, and other relevant core competencies.

Craft and Commerce of Cinema: Tribeca Film Festival

C55.0051 2 credits.

This is a master class for undergraduate students in cinema development, financing, distribution, marketing, and producing, taught at the Stern School in coordination and partnership with the Tribeca Film Festival. The course takes place each spring (from February to May) with several lectures held at Stern before the festival, and is restricted to only 25 students who are selected by the professors from applicants.

Pricing Strategies

C55.0053 3 credits.

Prerequisite: C55.0001.

Pricing is one of the most important but least understood marketing decisions. This course is designed to equip participants with the frameworks, techniques, and latest thinking on assessing and formulating pricing strategies. Students learn the process of making pricing decisions and explore innovative approaches for setting prices. Emphasis is on ways to help firms in diverse industries improve their pricing. Topics of discussion include pricing of durable goods, pricing of consumer package goods, pricing of services, pricing of informational goods, new product pricing, price promotions, behavior-based pricing, price bundling, nonlinear pricing, targeted pricing, pricing through a distribution channel, and international pricing. By the end of the course, students gain a solid

understanding of pricing practices across different industries, learn state-of-the-art frameworks for analyzing pricing issues, and master the essential techniques for making profitable pricing decisions while thinking strategically.

Strategic Marketing Planning and Management

C55.0055 3 credits.

Prerequisites: C55.0001 and two advanced marketing courses.

This course develops students' understanding of the role and functions of strategic marketing management in total corporate activities. It stresses the integration of product, consumer, research, distribution, promotion, budget, and marketing campaign feedback into a managerial framework. It also considers the application of marketing resources to marketing opportunity within the framework of the marketing concept. The emphasis is on strategic marketing planning and decision making and the use of data to assist the decision maker. Case problems are analyzed in depth.

New Product Development

C55.0060 3 credits.

Prerequisite: C55.0001.

New products and services are vital to the success of all companies; however, innovation is risky and most new products fail in the marketplace. Very often, ineffective marketing is the primary cause of new product failures. Thus, expertise in the marketing and design of new products is a critical skill for all managers, inside and outside of the marketing department. The course work focuses on the tools and techniques associated with analyzing market opportunities and then designing, testing, and introducing new products and services. Both quantitative and qualitative approaches are covered. In particular, the course covers the new product development process, market-entry strategies, how to generate new product ideas, mapping customer perceptions, segmentation, product positioning, forecasting market demand, and product design. The course emphasizes how to incorporate customers and competitors into all of these aspects of new product development. It is intended for students interested in working on new product innovations, both in entrepreneurial firms and in established companies.

International Marketing Management

C55.0064 3 credits.

Prerequisite: C55.0001.

This course examines the specific issues involved in entering international markets and in conducting marketing operations on an international scale. It focuses on problems such as identifying and evaluating opportunities worldwide, developing and adapting market strategies in relation to specific national market needs and constraints, and coordinating global marketing and branding strategies. Emphasis is on strategic issues relating to international operations rather than on technical aspects of exporting and importing.

Decision-Making Strategies in Marketing and Management

C55.0065 3 credits.

Prerequisite: C55.0001.

Successful marketing and business strategy depends on a thorough understanding of how

people make decisions. Although traditional “rational” models of human reasoning make clear predictions about how people should make decisions, these models fail to fully capture how managers and consumers actually make decisions in the real world. This course seeks to inform future managers and consultants of the sometimes counterintuitive but often predictable rules, processes, and heuristics that guide everyday judgment and decision-making, as well as how knowledge of these rules can be utilized to improve marketing and business strategy.

Independent Study in Marketing

1-3 credits.

Prerequisites: Senior standing, C55.0001, C55.0002, C55.0009, 6 additional credits of marketing electives, and adherence to the Independent Study Proposal Guidelines (available from the Department of Marketing or the Stern Office of Academic Advising).

Independent Study provides students an opportunity to work one-on-one with a faculty member on an advanced topic selected by the student and approved by the faculty member that is not covered in any marketing course.

Additional Courses that can be taken as Advanced Marketing Electives

Decision Models

C70.0007 3 credits.

Prerequisite: C60.0001.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Competitive Analysis

C70.0015 3 credits.

Prerequisite: C30.0001 or V31.0002.

Full course description can be found in the Multidisciplinary Courses section (page 98).

Search and the New Economy

C70.0036 3 credits.

Prerequisite: C20.0001.

Full course description can be found in the Multidisciplinary Courses section (page 99).

STATISTICS AND ACTUARIAL SCIENCE (C22)

Programs of Study

It is highly recommended that students majoring in statistics complete a second major within Stern. Some examples of double major combinations include: statistics and finance; statistics and marketing; and statistics and economics.

Students majoring in statistics should consult with an adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure course distribution requirements are being met and to formally declare the statistics major. The statistics and actuarial science undergraduate faculty adviser is always available to advise on the statistics major course selection or other matters statistics major students may wish to discuss.

Students interested in augmenting their studies of marketing research are encouraged to consider a double major in marketing and statistics. Students who choose to double major should meet with the faculty advisers for both marketing and statistics as well as their academic adviser to discuss how this combination may impact their chosen curricular path. Please see page 84 for more information on the marketing major.

Statistics Major Requirements (12 credits)

To complete a statistics major, students must take 12 credits of statistics courses, which include the following:

Regression and Multivariate Data Analysis¹¹
C22.0017

or

Statistical Inference and Regression Analysis¹²
C22.0015

Plus any three of the following courses:

Regression and Multivariate Data Analysis¹¹
C22.0017 (*if not already selected*)

Forecasting of Time Series Data¹¹
C22.0018

Applied Stochastic Processes for Financial Models¹¹
C22.0008

Mathematics of Investment¹²

¹¹ Courses that only require the Business Core at Stern

¹² Courses that have additional mathematics and other prerequisite requirements

C22.0027

Introduction to the Theory of Probability¹²

C22.0014

Statistical Inference and Regression Analysis¹²

C22.0015

Introduction to Stochastic Processes¹²

C22.0021

Life Contingencies¹²

C22.0037

Financial Engineering¹¹

C20.0055

Data Mining and Business Intelligence¹¹

C20.0057

Decision Models¹¹

C70.0007

Actuarial Science Major Requirements (31 credits)

Students majoring in actuarial science should consult with an adviser in the Stern Office of Academic Advising by the end of sophomore year to ensure course distribution requirements are being met and to formally declare the actuarial science major. The statistics and actuarial science undergraduate faculty adviser is always available to discuss actuarial science course selection or other matters students may wish to discuss. Statistics (C22) courses count as liberal arts electives.

To complete the actuarial science major, students must complete the following courses:

Introduction to the Theory of Probability

C22.0014

Mathematics of Investment

C22.0027

Corporate Finance

C15.0007

Note: The course C15.0007 from the Department of Finance covers topics that appear on the actuarial examinations.

Calculus I

V63.0121

Calculus II
V63.0122

Calculus III
V63.0123

Linear Algebra
V63.0124

Plus two of the following five courses:¹³

Statistical Inference and Regression Analysis
C22.0015

or

Regression and Multivariate Data Analysis¹⁴
C22.0017

Forecasting of Time Series Data
C22.0018

Life Contingencies
C22.0037

Introduction to Stochastic Processes
C22.0021

Courses

Core Course

Statistics for Business Control and Regression and Forecasting Models

C22.0103 6 credits. Fall, spring, and summer.

Prerequisite: V63.0121. Note: This course combines C22.0001 and C22.0003.

This course examines modern statistical methods as a basis for decision making in the face of uncertainty. Topics include probability theory, discrete and continuous distributions, hypothesis testing, estimation, and statistical quality control. With the aid of the computer, these statistical methods are used to analyze data. Also presented are an introduction to statistical models and their application to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, and multiple regression analysis.

¹³ Students are encouraged to take all four of these courses, although only two are required for the major.

¹⁴ C22.0015 is preferred. C22.0117 can be taken if C22.0015 is not being offered that semester.

Statistics for Business Control

C22.0001 4 credits. Fall and spring.

This course is not to be taken by students who have taken C22.0103. Prerequisite: V63.0121.

This course examines modern statistical methods as a basis for decision making in the face of uncertainty. Topics include probability theory, discrete and continuous distributions, hypothesis testing, estimation, and statistical quality control. With the aid of the computer, these statistical methods are used to analyze data.

Regression and Forecasting Models

C22.0003 2 credits. Fall and spring.

This course is not to be taken by students who have taken C22.0103. Prerequisite: C22.0001 or equivalent.

This course presents an introduction to statistical models and their application to decision making. Topics include the simple linear regression model, inference in regression analysis, sensitivity analysis, and multiple regression analysis.

Advanced Courses

Applied Stochastic Processes for Financial Models

C22.0008 3 credits.

Prerequisite: C22.0103 or C22.0003.

This course presents a mathematical background for the stochastic processes that are widely employed as modeling tools in finance. The emphasis is on an intuitive approach and examples rather than on proofs and mathematical rigor. Topics include random walks, martingales, Markov chains, Poisson process and other continuous time Markov chains, Brownian motion, geometric Brownian motion, and other diffusion processes. The relevance of the considered processes to financial modeling is stressed throughout. In particular, applications to pricing of derivative securities and to modeling of the term structure of interest rates are discussed.

Categorical Data

C22.0010 3 credits.

Prerequisite: C22.0015.

This course introduces discrete random variables, emphasizing in particular bivariate and multivariate situations. Major topics covered are the chi-squared statistic, Fisher's exact test, odds ratio estimates and intervals, sets of tables, the log-linear model, model fitting, and logit analysis. Some minor topics that may be covered include the Mantel-Haenszel statistic, rate standardizing, and detailed modeling of interaction in the two-dimension table.

Sampling Techniques

C22.0011 3 credits.

Prerequisite: C22.0015.

This course considers commonly used sampling schemes such as simple, random, stratified, multistage, and double sampling, and examines their efficiency. Students study

methods of estimation, including ratio and regression. Other topics covered include poststratification, multivariate surveys, analytic studies, problems of nonresponse, nonsampling errors, and randomized response technique. Theory is illustrated with examples from diverse fields.

Introduction to the Theory of Probability

C22.0014 3 credits.

Prerequisites: V63.0121 and V63.0122; also suggested C22.0103.

This course covers the basic concepts of probability. Topics include the axiomatic definition of probability; combinatorial theorems; conditional probability and independent events; random variables and probability distributions; expectation of functions of random variables; special discrete and continuous distributions, including the chi-square, t, F, and bivariate normal distributions; law of large numbers; central limit theorem; and moment generating functions. The theory of statistical estimation is introduced with a discussion on maximum likelihood estimation.

Statistical Inference and Regression Analysis

C22.0015 3 credits.

Prerequisites: V63.0121, V63.0122, V63.0124, and C22.0014.

This course consists of two distinct components: statistical inference and regression analysis. Statistical inference topics include the principles of statistical estimation and inference, Neyman Pearson Lemma, testing of means, variances, tests of independence, and nonparametric methods. Regression analysis discusses the general linear regression model, least squares estimation, departures from standard assumptions, autocorrelation, multicollinearity, analysis of residuals, choice of variables, and nonlinear models.

Regression and Multivariate Data Analysis

C22.0017 3 credits.

Can be substituted for C22.0015. Prerequisite: C22.0103 or C22.0003.

This is a data-driven, applied statistics course focusing on the twin subjects of regression and multivariate data analysis. It emphasizes applications to the analysis of business data and makes extensive use of computer statistical packages. Topics include data analysis and management, multiple linear and nonlinear regression, selection of variables, residual analysis, model building, autoregression, and multicollinearity. Topics in multivariate data analysis include principal components, analysis of variance, categorical data analysis, factor analysis, cluster analysis, discriminant analysis, and logistic regression.

Forecasting Time Series Data

C22.0018 3 credits.

Prerequisite: C22.0103 or C22.0003.

The course is an exposition of time series and forecasting techniques with emphasis on ideas, methods, and interpretations. Students discuss the determination of the best analytical model for a given problem and the application of this model in the decision-making process for purposes that include description, explanation, and control of time-dependent data. The course illustrates all techniques with case studies and uses computer program packages as an aid for obtaining solutions. The major focus is the Box-Jenkins

approach to modeling and forecasting time series. Major topics include model building, model selecting, descriptions of timing and correlation relationships among data sets and forecasting models, estimation, and diagnostic checking. Other topics are seasonal adjustment, exponential smoothing models, state space models, and nonlinear models.

Introduction to Stochastic Processes

C22.0021 3 credits.

Prerequisites: V63.0121, V63.0122, and C22.0014.

This is an introductory course in stochastic processes. It presents classes of stochastic processes, which are widely used as modeling tools in many fields of application, including finance, economics, accounting, and actuarial science. Students learn basic theory of discrete and continuous time Markov chains, Brownian motion and its generalization, and martingales. Also discussed are statistical aspects of these processes. In the final part of the course, students are introduced to the idea of stochastic integration and learn the rules of stochastic calculus. If time permits, the course also considers some stochastic differential equations.

Mathematics of Investment

C22.0027 3 credits.

Prerequisites: V63.0121 and V63.0122; C15.0002 also suggested.

This course discusses the mathematical and technical aspects of investments. Topics include measurement of interest and discount rates, accumulated value and present value, annuities, sinking funds, amortization of debt, and determination of yield rates on securities. Applications include bond evaluation, mortgages, capital budgeting, and depreciation methods.

Life Contingencies

C22.0037 3 credits.

Prerequisites: C22.0014 and C22.0027.

This course applies probability and mathematics of investment to problems of premiums and reserves on annuities and insurance policies. Topics include probabilities of mortality, laws of mortality, joint life probabilities and annuities, and multiple decrement theory. The course covers an introduction to Markov Chains and Poisson Processes with applications to risk management and insurance. Applications to pension plans are also discussed.

Actuarial Aspects in Financing Retirement

C22.0040 2 credits.

Prerequisite: C15.0002.

This course is an introduction to the major actuarial issues in financing retirement plans. The course focuses on the interesting financial theories raised by companies with large defined benefit pension plans. It also deals with the significant role of defined contribution plans (mainly 401(k)s and IRAs), considering why they are so popular with employers and employees, and why they fail in many instances. The course explores the dilemma of how to convert lump sum amounts at retirement into incomes that last through retirement yet are adequate and secure, as well as the dilemmas in financing

government entitlements (social security, Medicare and Medicaid) and the likely future including projection of longevity. Students also explore issues surrounding the financing of post-retirement medical care and long-term care (nursing home stays) and how the employer, government, and family responsibilities are evolving.

Independent Study in Statistics, Operations Research, or Actuarial Science
1-3 credits.

Prerequisite: Permission of the undergraduate faculty adviser.

Independent Study provides an opportunity for selected students whose academic records indicate ability to conduct independent research. Each student makes an intensive study of a topic of his or her own choosing, subject to the approval of the instructor. Included are seminar sessions for group discussions of the various projects.

Additional Course that can be taken as Advanced Statistics Elective

Decision Models

C70.0007 3 credits.

Prerequisite: C60.0001.

Full course description can be found in the Multidisciplinary Courses section (page 98).

MULTIDISCIPLINARY COURSES

Multidisciplinary courses may count toward multiple majors and/or are specialized classes that do not neatly fit into a given department. Past course offerings are listed below. Students are encouraged to research the multidisciplinary courses offered each semester on the Stern web site and on Albert.

Casing Method and Delivery

C70.0005 2 credits.

Counts as elective credit only.

Case methodology is a critical tool for analysts, managers, and entrepreneurs. This course explores how strategic frameworks are applied to high level business problems. Case interviews and case competitions are used as models for learning. Students study the principles behind creating and delivering effective visual slide-based presentations via mock deliveries. Class time focuses on concept lectures and skill-building through individual/group exercises with self-critique. Assignments focus on creating and editing data-based presentations. This course is highly recommended for students who wish to participate in case competitions.

Decision Models

C70.0007 3 credits.

Prerequisite: C60.0001.

Counts toward statistics, information systems, marketing, and management majors.

This course is an introduction to basic principles and techniques of applied mathematical modeling for managerial decision-making (models used in fields such as finance, operations, and marketing). Students learn the use of important analytical methods (e.g., spreadsheet modeling, Monte-Carlo simulation) to recognize their assumptions and limitations and to employ them in decision-making. Emphasis is placed on model formulation and interpretation of results. The course is aimed at undergraduates with little prior exposure to modeling and quantitative analysis, but is appropriate for all students who wish to strengthen their quantitative skills.

Competitive Analysis

C70.0015 3 credits.

Prerequisite: C30.0001 or V31.0002.

Counts toward business economics, marketing, and management majors.

This course uses an economic approach to analyze the way firms make marketing decisions and interact strategically with each other in the marketplace. The main goal of this course is to develop the basic intuition for pricing and other forms of strategic behavior on the part of firms.

Game Theory

C70.0020 3 credits.

Prerequisite: Sophomore Standing.

Counts toward business economics and management majors.

This course introduces the basics of game theory in business, and covers basic concepts

and techniques, including applications to politics. It equips students with game theory techniques for making good business decisions by learning how to recognize and model strategic situations and to predict when and how actions will influence the decisions of others.

Social Enterprise and Economic Development: The Indian Context

C70.0025 4 credits.

Prerequisites: C30.0001 and C30.0011.

Counts towards business economics major, international business comajor and social entrepreneurship minor.

This course is part of the India Leadership Exchange Program. Students must apply for the program during the spring semester. The course focuses on economic development and the role private social enterprise can play in promoting development. It has three major goals: (1) to introduce students to the academic discipline of human and economic development, (2) to focus on the role of the private sector in promoting development through social enterprise, and (3) to utilize the context of India – one of the oldest and longest living human civilizations. Students travel to Mumbai, India to gain a deeper understanding of human development in general, as well as economic development in the specific Indian context. They also use cases to explore how various private sector actors are helping to solve some of these problems.

Trading Strategies and Systems

C70.0035 3 credits.

Counts toward information systems major.

This course describes how equity and derivatives markets work and the commonly employed trading strategies used by professionals in these markets. It focuses on how to construct indicators that measure the state of a market, the development of trading strategies based on these indicators, and the measurement and management of risk associated with the strategies. The course is useful to anyone interested in hedge funds, sales and trading, operations, and technology.

Search and the New Economy

C70.0036 3 credits.

Prerequisite: C20.0001.

Counts toward information systems and marketing majors.

This course introduces students to the changes search technology has brought upon business and society. Search engine companies like Google, Yahoo, and Microsoft are rapidly changing the way companies market their products, how consumers purchase products, and how businesses produce and deliver products. The amount of data being generated and maintained by these companies has also forced them to develop completely new approaches to managing systems and data. These approaches are now being used in other industries, in particular, pharma and financial services. The course covers the basic elements of search technologies and how they are impacting the many emerging new industries such as social networks, mobile advertising, text messaging, and search engine optimization.

Entrepreneurship for the New Economy

C70.0040 2 credits.

Counts toward management major and entrepreneurship specialization.

This course discusses how the Internet has created a truly global and completely interconnected world economy. The ability to reach and target customers is much greater and the cost to sell products is much cheaper, creating businesses that can get to market rapidly, build scale with capital efficiency, and create value for founders and investors. This course focuses on the dynamics of this new business environment and the steps necessary to build a business in a Web 2.0 economy. It also focuses on the steps one should evaluate when launching a new venture and how (and when and whether) to secure financing. The course mixes case studies, lectures, and field trips to actual companies. Students work to create a business plan that is presented to the class. The top three business concepts are invited to a leading NYC-based venture firm for presentation to its partners for funding.

Social Entrepreneurship

C70.0041 3 credits.

Counts toward management major and entrepreneurship specialization.

Social entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting, and growing successful mission-driven for-profit ventures. This course is designed to provide a socially relevant academic experience to help students gain in-depth insights into economic and social business creation across a number of sectors/areas including poverty alleviation, energy, and sustainability. Through case studies, lectures, and classroom dialogue students learn to think strategically and act opportunistically with a socially-conscious business mindset.

Entertainment Law

C70.0048 2 credits.

Counts toward entertainment, media, and technology specialization and business of entertainment, media, and technology minor.

This survey course focuses on the entertainment aspects of mass media. Major topics include the limits of free press and the balance between the right to publish and the right to privacy, torts, and other laws.

Entrepreneurship and Law in Practice

C70.0086 2 credits.

Prerequisite: C50.0085, only if a student wishes to count it as an elective toward the management major.

Counts toward entrepreneurship specialization.

The course is designed around two games: the law game and the entrepreneurship game. The law game simulates a civil trial from inception to end. Students draft pleadings, gather facts, perform depositions of witnesses, and prepare the final case—facing off in front of a judge. The entrepreneurship game focuses on the legal and financial issues an entrepreneur considers in starting a business. Teams follow the life cycle of a business they create, and hopefully some students may go on to launch companies started in the game.

Global Macro Issues

C70.0230 3 credits.

Prerequisite: C30.0011.

Counts towards business economics and finance majors.

This course introduces students to international macroeconomics and analyzes current international macroeconomic and financial issues, policies, and events, including current global economic conditions in the U.S., Europe, and Asia as well as emerging market economies interest rates, exchange rates and asset prices in the global economy. It also explores causes and consequences of trade deficits and external imbalances in emerging market economies, financial crises causes of currency, banking and financial crises, short- and long-term effects of monetary and fiscal policy asset bubbles, credit booms and financial crises, and the globalization of financial markets. These topics are integrated into a theoretical framework that stresses international factors from the start. Examples from the U.S., Europe, Japan, China, and emerging market economies are used to enhance knowledge of the world economy.

Business Start-up Seminar

C70.0301 3 credits.

Counts toward entrepreneurship specialization.

This course is a senior undergraduate seminar elective that gives students the opportunity to write a business plan for their for-profit or social impact venture. It focuses on tying together the disciplines of finance, marketing, management, and operations in a practical way. Student teams participate in lectures and discussions, analyze case studies, hear guest speakers, and consult with course faculty to help them complete a business plan beginning with idea generation and finishing by presenting their completed plan before a panel of evaluators. Course content revolves around sections of a business plan including idea generation, market research and planning, financial analysis, venture funding, operations, and management. Each of those topics is covered in class with a focus on how they need to be integrated into a coherent, logical, compelling story. The teams then apply those lessons while developing their own plans.

Advanced Social Entrepreneurship

P11.0066/C70.0066 4 credits.

Counts toward social entrepreneurship minor.

This is an advanced seminar for students who have taken the introductory course on social entrepreneurship, or have focused on similar coursework in past study. Each student is responsible for developing an original blueprint for social innovation: a creative proposal for solving a societal problem. Over the course of the term, students are expected to turn their blueprint into a reality. To help them, coursework focuses on the skill-building necessary to complete the projects. Students receive support from the instructor, teaching assistant, and their fellow classmates, as well as financial support in the form of seed money, provided by a generous donor who has "adopted the class," for project completion. Guest lecturers with particular experience and expertise on the weekly topics present throughout the term.

CROSS-SCHOOL MINORS

Advanced Mathematical Methods with the College of Arts and Science

Advanced Mathematical Methods Minor Requirements (15-16 credits)

The mathematical methods minor consists of four distinct components. Students are required to take at least one Stern course to fulfill this minor.

Calculus III

V63.0123

Linear Algebra

V63.0140 or equivalent

Statistics and Probability Theory

The probability and statistics requirement is satisfied through C22.0014, in conjunction with either the core course in Statistics (C22.0103) required of every Stern student or Statistics (V31.0018) offered through the CAS Department of Economics. CAS students who have already taken either of the CAS Department of Mathematics Probability courses (V63.0233 or V63.0235) are also required to take either Statistical Inference and Regression Analysis (C22.0015) or Introduction to Stochastic Processes (C22.0021) to fully complete this component of the minor.

Numerical Analysis

V63.0252

Students who have a more advanced mathematics background and have taken the equivalent of either Calculus III (V63.0123) and/or Linear Algebra (V63.0140) can substitute a more advanced course or courses from the following list:

Ordinary Differential Equations

V63.0262

Partial Differential Equations

V63.0263

Statistical Inference and Regression Analysis

C22.0015

Introduction to Stochastic Processes

C22.0021

Courses

Calculus III

V63.0123 4 credits.

Prerequisite: A grade of C or better in V63.0122 or the equivalent.

This course covers functions of several variables; vectors in the plane and space; partial derivatives with applications, especially Lagrange multipliers; double and triple integrals; spherical and cylindrical coordinates; and surface and line integrals.

Linear Algebra

V63.0140 4 credits.

Prerequisite: A grade of C or better in V63.0121 or the equivalent.

Students learn systems of linear equations, Gaussian elimination, matrices, determinants, Cramer's rule; vectors, vector spaces, basis and dimension, linear transformations; and Eigenvalues, eigenvectors, and quadratic forms.

Introduction to the Theory of Probability

C22.0014 3 credits.

Prerequisites: V63.0121 and V63.0122; also suggested C22.0103.

Full course description can be found in the Department of Statistics section (page 95).

Statistical Inference and Regression Analysis

C22.0015 3 credits.

Prerequisites: V63.0121, V63.0122, V63.0124, and C22.0014.

Full course description can be found in the Department of Statistics section (page 95).

Introduction to Stochastic Processes

C22.0021 3 credits.

Prerequisites: V63.0121, V63.0122, and C22.0014.

This is an introductory course in stochastic processes. It presents classes of stochastic processes, which are widely used as modeling tools in many fields of application, including finance, economics, accounting, and actuarial science. It also covers basic theory of discrete and continuous time Markov chains, Brownian motion and its generalization, and martingales. Students discuss statistical aspects of these processes, and in the final part of the course are introduced to the idea of stochastic integration and developing the rules of stochastic calculus. If time permits, the course also considers some stochastic differential equations.

Numerical Analysis

V63.0252 4 credits.

Prerequisites: V63.0123 and V63.0140 with a grade of C or better.

In this course, students explore how mathematical problems can be analyzed and solved with a computer. As such, numerical analysis has very broad applications in mathematics, physics, engineering, finance, and the life sciences. This course gives an introduction to this subject for mathematics majors. Theory and practical examples using MATLAB are combined to study a variety of topics ranging from simple root-finding procedures to differential equations and the finite element method.

Ordinary Differential Equations

V63.0262 4 credits.

This course covers first and second order equations, series solutions, and Laplace transforms. It also provides an introduction to partial differential equations and Fourier series.

Partial Differential Equations

V63.0263 4 credits.

Many laws of physics are formulated as partial differential equations. This course discusses the simplest examples, such as waves, diffusion, gravity, and static electricity. Nonlinear conservation laws and the theory of shock waves are discussed, as are further applications to physics, chemistry, biology, and population dynamics.

Business of Entertainment, Media, and Technology with the Steinhardt School of Culture, Education, and Human Development, and the Tisch School of the Arts

New York City is home to major sectors of the entertainment and media industries, including major media conglomerates, network television, independent film, book and magazine publishing, advertising, and two of the largest cable companies. This cross-school minor includes courses from Stern School of Business, Tisch School of the Arts, and Steinhardt School of Culture, Education, and Human Development. It provides a foundation in the business aspects of media and entertainment and examines how technology impacts these industries. Students take electives from areas that deepen their knowledge base and understanding of these sectors.

Business of Entertainment, Media, and Technology (BEMT) Minor Requirements (16 credits)

Stern students cannot count a required course from the Business Core or from their major toward the minor. All students are required to take eight credits of their minor at Stern. All students must take the following core requirement:

Entertainment and Media Industries

C55.0040

Note: Students are highly encouraged to take this course first because it serves as a foundation class for the study of this minor. Steinhardt students majoring in media, culture, and communication may take E59.1020, the Business of Media (4 credits) instead of C55.0040, but must still complete 8 credits at Stern as part of the minor.

Plus 6 credits of additional electives in Stern (any “C” course). The remaining 8 credits must be taken through either the Steinhardt or Tisch courses listed below.¹⁵

Note: If a course is not listed below and a Stern student would like to count it toward their minor, they may submit the request to the Stern Undergraduate College Office of Academic Advising. The office will request permission from the BEMT academic director. If the course is approved for the minor and is offered by Tisch (versus Stern),

¹⁵ All nonmajors are restricted to section 002 of Tisch courses listed above, with the exception of summer programming.

the student must follow procedures for nonmajors wishing to take film courses
(filmtv.tisch.nyu.edu/object/UFTV_NonMajor).

Courses

Core Course:

Entertainment and Media Industries

C55.0040 2 credits.

Full course description can be found in the Department of Marketing section (page 87).

Stern Elective Courses:

Film and Television Distribution and Finance

C55.0020 2 credits.

Full course description can be found in the Department of Marketing section (page 85).

Entertainment Finance

C55.0021 2 credits.

Full course description can be found in the Department of Marketing section (page 86).

Movie Marketing

C55.0022 2 credits.

Full course description can be found in the Department of Marketing section (page 86).

Impact of Technology on Entertainment and Media

C55.0023 2 credits.

Full course description can be found in the Department of Marketing section (page 86).

Television Management: Network, Cable, and Satellite

C55.0044 2 credits.

Full course description can be found in the Department of Marketing section (page 87).

Globalization of the Entertainment Industry

C55.0046 2 credits.

Full course description can be found in the Department of Marketing section (page 87).

Sports Marketing

C55.0047 2 credits.

Full course description can be found in the Department of Marketing section (page 87).

The Business of Producing

C55.0049 2 credits.

Full course description can be found in the Department of Marketing section (page 88).

Entertainment Accounting

C10.0049 2 credits.

Full course description can be found in the Department of Accounting section (page 39).

Electronic Commerce

C20.0038 3 credits.

Prerequisite: Sophomore standing.

Full course description can be found in the Department of Information Systems section (page 71).

Strategic Analysis for Success in the Digital Age

C50.0016 2 credits.

Prerequisite: C50.0001.

Full course description can be found in the Department of Management section (page 80).

Negotiation and Consensus Building

C50.0030 3 credits.

Full course description can be found in the Department of Management section (page 81).

Entertainment Law

C70.0048 2 credits.

Full course description can be found in the Multidisciplinary Courses section (page 100).

Tisch Film and Television Elective Courses:

Please see the NYU Tisch web site at tisch.nyu.edu for detailed course descriptions and prerequisites.¹⁶

Language of Film

H56.0004 4 credits.

Producing the Short Screenplay

H56.1023 3 credits.

Producing for Television

H56.1028 3 credits.

Summer course only.

TV Nation: Inside and Out of the Box

H56.1086 3 credits.

Film Marketing and Distribution

H56.1093 3 credits.

Legal Aspects of the Entertainment Industry

H56.1195 3 credits.

¹⁶ All nonmajors are restricted to section 002 of Tisch courses listed above, with the exception of summer programming.

Steinhardt Music Business Elective Courses:

Please see the NYU Steinhardt web site at steinhardt.nyu.edu for detailed course descriptions and prerequisites.

Business Structure of the Music Industry

E85.0221 2 credits.

Music in the Media Business

E85.1214 2 credits.

Entrepreneurship in the Music Industry

E85.1216 2 credits.

Economic and Legal Setting of the Music Industry

E85.1222 2 credits.

Production and A and R in the Music Industry

E85.1223 2 credits.

Concert Management

E85.1226 2 credits.

International Music Business Marketplace

E85.1230 2 credits.

Music Publishing

E85.1700 2 credits.

Steinhardt Media, Culture, and Communication Elective Courses:

Please see the NYU Steinhardt web site at steinhardt.nyu.edu for detailed course descriptions and prerequisites.

Television: History and Form

E59.1006 4 credits.

Film: History and Form

E59.1007 4 credits.

Video Games: Culture and Industry

E59.1008 4 credits.

Media Audiences

E59.1016 4 credits.

Media and Globalization

E59.1300 4 credits.

Copyright, Commerce, and Culture

E59.1405 4 credits.

Marketing for Mass Media

E59.1785 4 credits.

Public Policy and Management with the Wagner Graduate School of Public Service

In an age of increasing public-private cooperation, with the traditional lines between government, business, and the nonprofit sectors blurred, NYU's Stern School of Business and Wagner Graduate School of Public Service offer a collaborative undergraduate minor in public policy and management. Recognizing that the typical undergraduate will move fluidly between public and private realms in their professional work, this joint program is designed to offer broad exposure to and preparation in both. Students electing this minor may choose from a carefully selected range of Stern and Wagner policy, management, and business courses. This genuinely interdisciplinary program is one of the first collaborative efforts of its kind among U.S. universities and showcases both the business/management acumen and public-service heart of these leading NYU professional schools.

Public Policy and Management Minor Requirements (4 courses)

Stern students cannot count a required course from the Business Core or from their major toward the minor. The public policy and management minor consists of a minimum of 4 courses. Stern students may take no more than one Stern course to fulfill this minor. All students must take one of the following courses as the core requirement:

Introduction to Public Service

P11.0020

or

The Politics of Public Policy: City, Nation, and Globe

P11.0022

Courses

Core Courses:

Introduction to Public Service

P11.0020 4 credits.

Please see the NYU Wagner web site at wagner.nyu.edu for detailed course descriptions and prerequisites.

The Politics of Public Policy: City, Nation, and Globe

P11.0022 4 credits.

Please see the NYU Wagner web site at wagner.nyu.edu for detailed course descriptions and prerequisites.

Stern Elective Courses:

Law, Business, and Society

C40.0006 4 credits.

Full course description can be found in the Social Impact Core section (page 31).

Management and Organizational Analysis

C50.0001 4 credits.

Full course description can be found in the Department of Management section (page 78).

Managing People and Teams

C50.0007 3 credits.

Full course description can be found in the Department of Management section (page 79).

Managing Change

C50.0025 3 credits.

Full course description can be found in the Department of Management section (page 81).

Negotiation and Consensus Building

C50.0030 3 credits

Wagner Graduate School of Public Service Elective Courses:

Please see the NYU Wagner Graduate School of Public Service web site at wagner.nyu.edu for detailed course descriptions and prerequisites.

Politics of New York

P11.0015 4 credits.

U.S. Immigration Policy in Global Perspective

P11.0018 4 credits.

Medical Care & Health: Comparative Perspectives

P11.0030 4 credits.

Topics in Health: Policy, Politics, and Power

P11.0036 4 credits.

From Degas to Disney: Public Policy and the Arts

P11.0063 4 credits.

Social Entrepreneurship with the Wagner Graduate School of Public Service

Social entrepreneurship is an emerging field that crosses public and private boundaries. Some examples include:

- Nonprofit and government entities harnessing the power of markets for public gain.
- The development and rise of mission-driven, stakeholder-focused businesses.
- Microfinance practices blurring the edges of philanthropy and investment through the use of market forces while delivering financial returns and societal benefits.
- 'Entrepreneurs' building the infrastructure necessary to improve the operations and management systems of public, private, and nonprofit entities to achieve socially advantageous results.

Students take a carefully chosen selection of Wagner and Stern course options that explore the concept of students as “changemakers”; entrepreneurship; and the management practices, public policy implications, and social and economic consequences of the current domestic and international rise in social entrepreneurialism.

Social Entrepreneurship Minor Requirements (4 course minimum)

All students must complete four courses to satisfy the inter-school minimum minor requirements: an introductory course, a practicum course, and at least two additional courses. Stern students cannot double-count required business core or major courses toward this minor. All students must take one of the following courses as the core requirement:¹⁷

Understanding Social Entrepreneurship: How to Change the World One Venture at a Time

P11.0064

or

The Fundamentals of Social Entrepreneurship: Problem Solving and Integration

P11.0065/C70.0065

Students must also participate in one of the following practicum courses:¹⁸

Advanced Social Entrepreneurship

P11.0066/C70.0066

or

Business Start-up Seminar

C70.0301

¹⁷ Students may take either of these courses as electives towards the minor if they are not used to satisfy the minor requirement.

¹⁸ Students may take either of these courses as electives towards the minor if they are not used to satisfy the minor practicum requirement.

Students then must choose to take at least one course from each of the approved Stern and Wagner courses.

Courses

Core Courses:

Understanding Social Entrepreneurship: How to Change the World One Venture at a Time

P11.0064 4 credits.

See the NYU Wagner web site at wagner.nyu.edu for detailed course description and prerequisites.

The Fundamentals of Social Entrepreneurship: Problem Solving and Integration

P11.0065/C70.0065 4 credits.

See the NYU Wagner web site at wagner.nyu.edu for detailed course description and prerequisites.

Advanced Social Entrepreneurship

P11.0066/C70.0066 4 credits.

Full course description can be found in the Multidisciplinary Courses section (page 101).

Business Start-up Seminar

C70.0301 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 101).

Stern Elective Courses:

Management and Organizational Analysis

C50.0001 4 credits.

Full course description can be found in the Department of Management section (page 78).

Managing People and Teams

C50.0007 3 credits.

Full course description can be found in the Department of Management section (page 79).

Managing Change

C50.0025 3 credits.

Full course description can be found in the Department of Management section (page 81).

Patterns of Entrepreneurship³

C50.0085 3 credits.

Full course description can be found in the Department of Management section (page 82).

Social Enterprise & Economic Development: The Indian Context

C70.0025 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 99).

Entrepreneurship for the New Economy

C70.0040 3 credits.

Full course description can be found in the Multidisciplinary Courses section (page 100).

Social Entrepreneurship

C70.0041 3 credits

Full course description can be found in the Multidisciplinary Courses section (page 100).

Entrepreneurship and Law in Practice

C70.0086 2 credits.

Full course description can be found in the Multidisciplinary Courses section (page 100).

Wagner Graduate School of Public Service Elective Courses:

See the NYU Wagner Graduate School of Public Service web site at *wagner.nyu.edu* for detailed course descriptions and prerequisites.

Globalizing Social Activism & the Power of Media

P11.0017 4 credits.

Introduction to Public Service

P11.0020 4 credits.

The Politics of Public Policy: City, Nation, and Globe

P11.0022 4 credits.

Philanthropy, Advocacy and Social Change

P11.0024 4 credits.

The Global Financial System: Can It Be Regulated?

P11.0025 4 credits.

Foundations of Non-profit Management

P11.0041 4 credits.

Business of Non-profit Management

P11.0042 4 credits.

Global Social Entrepreneurship: Field Experience

P11.0070 4 credits.

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Statistics Group

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ADMISSION

Applicants to the Undergraduate College of the Leonard N. Stern School of Business are admitted as freshmen and as transfer students. The applicant's capacity for successful undergraduate work is measured through careful consideration of secondary school and/or college records; scores on standardized tests; recommendations from guidance counselors, teachers, and others; and the personal essay.

Each applicant is reviewed carefully to identify academic strength, potential for intellectual growth and creativity, and promise of fully utilizing the special offerings of the University and the city.

Each applicant's record is considered objectively and is evaluated for participation in extracurricular activities and community services, in addition to scholarly pursuits.

Stern welcomes a diversity of undergraduates from all economic, social, and geographic backgrounds. Applicants who are neither U.S. citizens nor permanent residents should see the Applicants with International Credentials section on page 139.

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| NYU Office of Undergraduate Admissions 212-998-4500 <i>admissions.nyu.edu</i> |
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Recommended High School Preparation

The quality of an applicant's secondary school record is considered to be more important than a prescribed pattern of courses. Sound preparation, however, should include English, with heavy emphasis on writing; social studies; foreign language; mathematics; and laboratory sciences. The Admissions Committee pays particular attention to the number of honors, AP, and IB courses the applicant has completed in high school. Students most competitive for admission will exceed these minimums.

The minimum requirements for consideration are as follows:

- 4 years of English
- 3-4 years of academic mathematics
- 2-3 years of foreign language
- 3-4 years of laboratory sciences
- 3-4 years of social studies

It is strongly recommended that you continue mathematics and language courses in your senior year of high school. For required testing, see page 137.

The Admission Process

All candidates for admission to the University should send the following to the Undergraduate Admissions Processing Center, New York University, 665 Broadway, 11th Floor, New York, NY 10012-2339:

- a.** The Undergraduate Application for Admission (online application only at *admissions.nyu.edu*) or the Common Application (online or paper version). Supplement is required for applicants using the Common Application).
- b.** Nonrefundable \$65 application fee (\$75 for international students and U.S. citizens living abroad).

- c. Official high school and/or college records for courses for which academic credit has been earned (and General Educational Development test scores if applicable).
- d. All required testing should be completed and results forwarded electronically by one testing agency to the Undergraduate Admissions Processing Center.
- e. Recommendations.
- f. Personal Statement/Essay.

Candidates are urged to complete and file their applications by the stated deadline (see page 138 for application filing deadlines). *No admission decision will be made without complete information.* The Office of Undergraduate Admissions reserves the right to substitute or waive particular admissions requirements at the discretion of the Admissions Committee.

Freshman candidates for September admission are notified approximately April 1. Early decision candidates are notified beginning mid-December. Transfer candidates for September admission are notified beginning mid-April.

Campus Visits

All prospective students and their parents are invited to visit the New York University campus. Opportunities to tour the University, to meet students and faculty, and to attend classes are available to interested students.

Both high school and college students wishing to discuss the choice of a college, the transfer process, or academic programs are invited to attend an information session conducted by the Office of Undergraduate Admissions at the Jeffrey S. Gould Welcome Center, located at 50 West Fourth Street. The Office of Undergraduate Admissions holds daily information sessions and conducts campus tours, Monday through Friday, except during University holidays. Visit the undergraduate admissions Web site at admissions.nyu.edu or call 212-998-4524 to make an appointment for an information session and tour.

Students accepted to the Stern School who are undecided about their educational goals may obtain information and guidance from the Stern Office of Undergraduate Advising, 40 West 4th Street, Suite 616, 212-998-4020.

Although interviews are not available, a visit to the campus is strongly recommended. Applicants will be notified if an interview is required by the Office of Undergraduate Admissions or any of the individual departments. It is suggested that reservations be made well in advance of your visit.

NYU Guest Accommodations

Prospective students and their families visiting New York are invited to stay at the Club Quarters, a private hotel convenient to the University. Club Quarters Downtown, a 280-room, private, first-class business hotel, is located in the Wall Street area of Manhattan. By special arrangement with NYU, it offers moderately priced, quality accommodations for University-affiliated guests. Features include a customized NYU floor and lounge decorated to highlight the University's presence in New York. Rates are well below those for comparable accommodations in Manhattan. On weekends, visitors are welcome to use Club Quarters Midtown. Near Fifth Avenue, it is close to shopping, Broadway theaters, and Rockefeller Center. For information and reservations, call 212-575-0006 or visit nyu.edu/about/visitor-information/hotels to learn of other nearby hotels.

Required Testing

All freshman applicants must submit standardized test scores. Applicants for admission to NYU may submit:

- The SAT Reasoning Test and two SAT Subject Tests **or**
- The ACT (with Writing Test) **or**
- Three SAT Subject Test scores (one in literature or the humanities, one in math or science, and one non-language of the student's choice) **or**
- The SAT Reasoning Test and two Advanced Placement (AP) Exam scores
- Three AP exam scores (one in literature or the humanities, one in math or science, and one nonlanguage of the student's choice).

Students who can demonstrate evidence of an extraordinary accomplishment outside of normal classroom or scholastic activity, such as a major publication in a national or international journal, a published book, a film or other outstanding visual or performing artistic accomplishment, a scientific or other remarkable discovery, winning a national competition, or the equivalent, will be required to provide only an SAT score, or two SAT Subject Test scores, or two AP exam scores.

Freshman candidates entering in the fall of 2011 should submit official score reports for standardized tests. Visit *admissions.nyu.edu* for the latest required testing information.

Note: The AP exams must be taken prior to high school senior year to be applicable during the admissions cycle. International students who are in an area where the ACT Writing Test is not offered must choose one of the other test score options.

If students have taken the SAT or ACT more than once, or if they have SAT Subject Test or Advanced Placement (AP) Test scores they wish to submit in support of their application, it is recommended they send in all of their scores. Using the requirement options above, the admissions office will use the combination of scores that best presents their candidacy.

It is recommended that students applying as regular decision freshmen complete their testing by the November test date, and they *must* finish by the December test date. It is strongly recommended that early decision applicants complete all testing by the October test date, although November scores usually arrive in time to be considered.

Students whose native language is not English and whose primary language of instruction has not been English should also take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS). (Please see the Applicants with International Credentials section on page 139 for additional information.)

Official test scores should be sent directly to NYU from the testing agencies. The NYU code for the College Board (SAT Reasoning Test, SAT I, SAT Subject Tests, SAT II Examinations, and TOEFL) is 2562; the ACT code for NYU is 2838.

Detailed information on the SATs and Advanced Placement examination may be obtained from the College Board, 45 Columbus Avenue, New York, NY 10023-6917; 212-713-8000; *collegeboard.com*. Detailed information on the ACT may be obtained from ACT, 500 ACT Drive, P.O. Box 168, Iowa City, IA 52243-0168; telephone: 319-337-1270; *act.org*.

Admission Application Filing Deadlines

For entrance in September, applications for admission, including all required supporting credentials, must be received by *January 1* for freshman candidates, by *April 1* for transfer applicants, and by *November 1* for early decision applicants (freshmen only).

For entrance in January (transfer applicants only), applications for admission, including all required supporting credentials, must be received by *November 1*.

For entrance in the summer sessions (transfer applicants only), applications should be received by *April 1*.

Applications for admission received after these dates will be considered only if space remains in the program desired.

Early Decision Plan for High School Seniors

Entering freshmen with clearly acceptable high school records and SAT Reasoning Test or ACT (with Writing Test) scores may be considered under the Early Decision Plan.

Every applicant whose native language is not English *must* take the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) exam. Under the Early Decision Plan, students should submit their application, all supporting credentials, and all standardized test scores no later than *November 1*.

In addition, each applicant *must* complete on the application a signed statement agreeing that he or she will withdraw any applications submitted to other colleges *if accepted by New York University*. Another form must be signed by the student, parent, and counselor agreeing to the early decision commitment to enroll if admitted to NYU. Action on these applications will be taken by the Office of Undergraduate Admissions beginning in mid-December.

Early decision candidates who are also applicants for financial aid must submit the NYU Early Decision Financial Aid Application by *November 1*, so that the University will be able to provide a financial aid estimate for need- and merit-based assistance by the early decision notification date. This application is included with the Application for Undergraduate Admission, which can be found online at admissions.nyu.edu. Early decision applicants must also file the Free Application for Federal Student Aid (FAFSA) by *February 15*.

Transfer Applicants

Transfer applicants to Stern will be considered for fall admission only (see admissions process on page 135). Admission of external transfers is limited by space availability. Credit will be granted for most collegiate work completed with a grade of C or better within the past ten years that satisfies degree requirements and that falls within the residency requirement, with the exception of certain courses of a vocational nature or courses not consistent with the educational objectives of the college. Within these provisions, applicants from regionally accredited colleges are eligible for admission.

Except when specifically noted, the general procedures described for entering freshmen apply to all applicants seeking to transfer from other two-year or four-year institutions. Transfer applicants must submit official credentials from all institutions attended, including secondary school transcripts. Transfer applicants who took the SAT or ACT exams while in high school should submit their test results as part of their application. Transfer applicants who did not take these exams while in high school and

have been in college less than one year must take one of these tests and submit their results to NYU.

To be considered for transfer admission to the Stern School of Business, a student must have completed (or be in the process of completing) one year and 30-32 semester hours at his or her current college or university. This does not include credit awarded by examination or earned at a previous school. Students who do not meet this requirement will not be considered for admission.

Applicants for transfer admission should have completed (or be in the process of completing) the following courses in order to receive serious consideration for admission: microeconomics, calculus, expository writing, and introductory accounting (a combination of managerial accounting and financial accounting totaling at least six semester hours).

Please note that all degree candidates in Stern must complete at least 64 consecutive credits of course work in residence at Stern immediately preceding the date of graduation. Also note that the Leonard N. Stern School of Business will not consider for transfer admission students who enter NYU by transferring into another NYU school or college.

Transfer Applicants Within the University

Students who wish to transfer from one school to another within the University must file an Internal Transfer Application online at admissions.nyu.edu prior to the March 1 application deadline. (Stern accepts transfers in the fall only.) Students must complete (or be in the process of completing) one full year (32 credits) of academic study in their original school of enrollment to be eligible for internal transfer. Please note that Stern does not consider for transfer admission students who enter NYU by transferring into another NYU school or college.

Special Undergraduate Students (Visiting)

The Stern Undergraduate College does NOT offer courses to nonmatriculated students except in the summer. Contact the NYU Summer Sessions Office at 212-998-2292 for program details and deadline information.

Applicants with International Credentials

Applicants to New York University who are neither U.S. citizens nor permanent residents of the United States must complete the application for admission to undergraduate study available online at admissions.nyu.edu. Applicants should indicate on the application for admission their country of citizenship and their current visa status if residing in the United States.

Freshman applicants (those who are currently attending or who previously completed secondary school only) seeking to begin studies in the fall (September) semester must submit applications and all required credentials on or before *January 1*. Transfer applicants (those currently or previously attending a university or tertiary school) must submit applications and all required credentials on or before *April 1*. Transfer candidates seeking admission for the spring (January) semester must submit applications and credentials on or before *November 1*. Applications will not be processed

until all supporting credentials are received by the Undergraduate Admissions Processing Center.

All freshman applicants are required to submit official results of either the SAT Reasoning Test or the ACT (with Writing Test). In addition, freshman applicants must also submit scores from two of the SAT Subject Tests.

If the applicant's secondary education culminates in a maturity certificate examination, he or she is required to submit an official copy of the grades received in each subject. All documents submitted for review must be official; that is, they must be either originals or copies certified by authorized persons. A "certified" photocopy or other copy is one that bears either an original signature of the registrar or other designated school officials or an original impression of the institution's seal. Uncertified photocopies are not acceptable. If these official documents are in a foreign language, they must be accompanied by an official English translation.

In addition, every applicant whose native language is not English *must* take the TOEFL (Test of English as a Foreign Language). Information concerning this examination may be obtained by writing directly to TOEFL/ETS, P.O. Box 6151, Princeton, NJ 08541-6151, U.S.A., or by visiting the web site at toefl.org. Each student must request that his or her score on this examination be sent to the Undergraduate Admissions Processing Center, code 2562. In lieu of the TOEFL, acceptable results on the IELTS (International English Language Testing System) examination administered by the British Council will be considered. For information on this test, visit their web site at ielts.org.

Applicants residing in the New York area may elect to take, in lieu of the TOEFL or IELTS, the English proficiency test of the University's American Language Institute, located at 48 Cooper Square, Room 200, New York, NY 10003-7154, U.S.A. An appointment to take the test may be made by telephoning 212-998-7040.

Financial documentation is not required when filing an application. If the student is accepted, instructions for completing the Application for Certificate of Eligibility (AFCOE) online will be included in the acceptance packet. Appropriate evidence of financial ability must be submitted with the AFCOE to the Office for International Students and Scholars in order for the appropriate visa document to be issued. If the applicant's studies are being financed by means of his or her own savings, parental support, outside private or government scholarships, or any combination of these, he or she must arrange to send official letters or similar certification as proof of such support. New students may wish to view the multimedia tutorial for new international students at nyu.edu/oiss/documents/tutorialHome. Also see the Office for International Students and Scholars section on page 173 and page 188.

The American Language Institute

The American Language Institute of the School of Continuing and Professional Studies of New York University offers intensive courses in English for students with little or no proficiency in the language. It also offers the Advanced Workshop Program in English for students with substantial English proficiency, but insufficient proficiency for undertaking a full-time academic program. Qualified students in this program can often combine English language study with a part-time academic program. This combination

may constitute a full-time program of study. The institute also offers specialized professional courses in accent reduction, grammar, and American business English.

Individuals who wish to obtain additional information about the American Language Institute are invited to visit the office of the American Language Institute weekdays throughout the year between the hours of 9 a.m. and 6 p.m. (Fridays until 5 p.m.). They may also visit the web site, scps.nyu.edu/ali; write to The American Language Institute, School of Continuing and Professional Studies, New York University, 48 Cooper Square, Room 200, New York, NY 10003-7154; telephone: 212-998-7040; fax: 212-995-4135; or e-mail: ali@nyu.edu.

Readmission of Former Students

Any former student who has been out of attendance for more than two consecutive terms and who wishes to return to the college must apply for readmission. Applications for readmission are available online at admissions.nyu.edu. (See admission application filing deadlines on page 138.) Requests for readmission should be received by the following dates: *August 1* for the fall term, *December 1* for the spring term, and *April 1* for the summer term. Students who have attended another college or university since their last attendance at New York University must complete the regular application for undergraduate admission and submit an official transcript.

Advanced Standing

The Stern School of Business Undergraduate College strongly recommends that students apply no more than 20 credits toward their degree requirements, due to the carefully designed curriculum to ensure both intellectual depth and breadth throughout four years. To apply for advanced standing, the student must

- submit proof of prior college-level course work or advanced placement (AP) test results to the Undergraduate Admissions Processing Center or bring a sealed envelope of the transcripts and/or the test results to the Stern Undergraduate Office of Academic Advising,
- meet with his/her adviser during the first semester of enrollment at Stern to discuss the implications thereof, and
- sign an Advanced Standing Agreement Form with the Stern Undergraduate Office of Academic Advising that is placed on file with the Stern Undergraduate College and the Office of the University Registrar.

Note: Freshmen are highly encouraged to consult with an academic adviser before they apply AP credit toward their first term at NYU.

Credit by Examination

The Advanced Placement Program (AP, College Entrance Examination Board), the International Baccalaureate Program (IB), and the results of some foreign maturity certificate examinations enable undergraduate students to receive credit toward the bachelor's degree on the basis of performance in college-level examinations or proficiency examinations related to Stern's degree requirements, subject to the approval of the college.

The maximum number of credits allowed toward the degree requirements that are a result of any possible combination of nonresident special examination programs shall not exceed 32. *Note: Stern strongly recommends that undergraduates apply no more than*

20 credits toward their degree requirements so they may fully experience the depth and breadth of the Stern curriculum.

International Baccalaureate (IB)

The Stern School recognizes for advanced standing credit higher-level examinations passed with grades of 6 or 7. No credit is granted for standard level examinations. Official reports must be submitted to the Undergraduate Admissions Processing Center for review.

Maturity Certificate Examinations

The Stern Undergraduate College will consider the results of certain foreign maturity certificate examinations for advanced standing credit, i.e., British "A" levels, French Baccalauréat, German Abitur, Italian Maturità, or the Federal Swiss Maturity Certificate. Official reports must be submitted to the Undergraduate Admissions Processing Center. For information regarding the possibility of advanced standing credit for other maturity certificates, please contact the Office of Undergraduate Admissions.

Advanced Placement Program (AP)

New York University participates in the Advanced Placement Program of the College Entrance Examination Board. In accordance with New York University policy, if test results are 4 or 5, depending on the subject examination, the student may receive college credit toward the degree and may not take the corresponding college-level course for credit. For additional information, consult the Office of Undergraduate Admissions at admissions.nyu.edu or by telephone at 212-998-4500.

Limitations on Advanced Standing Credits (By Subject)

Mathematics:

All students entering Stern as freshmen are required to fulfill a 4-credit mathematics course. No credit toward degree requirements will be granted based on prior mathematics course work or examinations taken during high school. Advanced placement standing in mathematics is used only to determine in which mathematics course an incoming student should enroll.

The 4-credit requirement is typically fulfilled through the successful completion of Calculus I (V63.0121), but for students with advanced standing, a higher-level course may be more appropriate for fulfilling the 4-credit requirement. Stern academic advisers are available to help those students with advanced standing make appropriate course selections. Advanced standing can be used to place into either Calculus II or Linear Algebra.¹⁹

Economics:

All students entering Stern as freshmen are required to complete the 4-credit Microeconomics (C30.0001) course and the 4-credit international macroeconomics

¹⁹ Students may also place into Calculus III to satisfy their math requirement by taking and passing a placement exam administered by the mathematics department.

course, Economics of Global Business (C30.0011). No credit is awarded for any prior economics course work or AP economics exams.

Statistics:

All students entering Stern are required to fulfill a 6-credit statistics requirement. Students are eligible to waive out of 4 of the 6 total credit requirements based on their AP Statistics examination results. To be waived from the 4-credit portion of the requirement, a proficiency examination must be taken after the student arrives on campus. Upon passing the examination, the 4 credits from the usual Statistics requirement are redistributed to electives. Regardless of advanced standing, all students must take the 2-credit course entitled Regression and Forecasting Models (C22.0003).

Writing/Exposition:

All students entering Stern as freshmen are required to complete an 8-credit writing sequence. No credit toward degree requirements is currently granted for prior course work or examination results in writing or exposition.

| ADVANCED PLACEMENT EQUIVALENCIES <i>Applies to Students Who Entered Fall 2006</i> | | | |
|---|----------------|------------------------------|--------------------------------|
| AP Examination and Grade | Credits | NYU Course Equivalent | Stern Course Equivalent |
| American History 4, 5 | 4 | V57.0009 or 0010 | Elective |
| Biology 4, 5 | 8 | V23.0011-0012 | Natural Science |
| Calculus AB and BC | No credit | No course equivalent | Placement Only |
| Chemistry 4, 5 | 8 | V25.0101-0102 | Natural Science |
| Classics-Lyric 4, 5 | 4 | V27.0871 | Elective |
| Classics-Vergil 4, 5 | 4 | V27.0006 | Elective |
| Computer Science A 4, 5 | 4 | V22.0101 | Elective |
| Computer Science AB 4, 5 | 8 | V22.0101-0102 | Elective |
| Economics Micro or Macro | No credit | No course equivalent | No Credit |
| English Language | No credit | No course equivalent | No Credit |
| English Literature 4, 5 | 4 | No course equivalent | Elective |
| Environmental Science 4, 5 | 4 | No course equivalent | Natural Science |
| European History 4, 5 | 4 | V57.0001 or 0002 | Elective |
| French Language 4, 5 | 4 | V45.0101 | Elective |
| French Literature 4, 5 | 4 | V45.0115 | Elective |
| German Language 4, 5 | 4 | 100-level language course | Elective |
| History of Art 4, 5 | 4 | V43.0001 or V43.0002 | Elective |
| Human Geography | No credit | No course equivalent | No Credit |
| Physics B 4 | 5 | V85.0001 | Natural Science |
| Physics B 5 | 10 | V85.0011-0012 | Natural Science |
| Physics C-E. and M. 4, 5 | 5 | V85.0012 or V85.0093 | Natural Science |
| Physics C-Mech. 4, 5 | 5 | V85.0011 or V85.0091 | Natural Science |
| Politics (US Govt & Politics) 4, 5 | 4 | No course equivalent | Elective |
| Politics (Comparative Gov't & Politics) 4, 5 | 4 | No course equivalent | Elective |
| Psychology 4, 5 | 4 | V89.0001 | Elective |
| Spanish Language 4 | 4 | V95.0004 | Elective |
| Spanish Language 5 | 4 | V95.0030 | Elective |
| Spanish Literature 4, 5 | 4 | V95.0200 | Elective |
| Statistics | No credit | C22.0001 ²⁰ | Placement Only |
| Studio Art | No credit | No course equivalent | No Credit |
| World History | 4 | No course equivalent | Elective |

²⁰ 1 A student who receives a 4 or 5 on the AP statistics test may take the statistics proficiency test. If the proficiency test is passed, the student is waived from having to take Statistics for Business Control (C22.0001) for 4 credits, and the 4 credits are added to the student's elective requirements. However, the student is still required to take Regression and Forecasting Models (C22.0003) for 2 credits.

The Enrollment Process

To be enrolled, an admitted candidate must do the following:

1. Accept the University's offer of admission and pay the required nonrefundable tuition deposit.
2. If applicable, pay the required nonrefundable housing deposit.
3. Have his or her high school and college forward a final transcript(s) to the Undergraduate Admissions Processing Center.
4. File a medical report.
5. Make an appointment with the individual school or division for academic advisement.
6. Pay balance of tuition and/or housing fees by the stipulated deadlines.
7. Register for classes when notified.

Placement Examinations

Foreign language placement examination results may be used at Stern as follows.

Students who wish to continue in a language previously studied in high school or in college must take a language placement test or submit scores from the College Entrance Examination Board or receive a recommendation for placement from the appropriate language department.

Financial Aid Application

After the admissions decision is made and the appropriate financial aid applications are submitted, a request for financial aid is considered.

All students applying for financial aid must file the Free Application for Federal Student Aid (FAFSA). The FAFSA is the only application students must complete to be considered for most student aid programs. It is highly recommended that students apply electronically; see the NYU web site at nyu.edu/financial.aid. There is no fee charged to file the FAFSA. Students must include the NYU federal school code number 002785 in the school section of the FAFSA to ensure that their submitted information is transmitted by the processor to New York University.

New York State residents should also complete the separate application for the Tuition Assistance Program (TAP); for information visit nyu.edu/financial.aid. Students from other states may be required to complete separate applications for their state programs if their state grants can be used at New York University.

TUITION, FEES, AND FINANCIAL AID

Tuition and Fees

Following is the schedule of fees established by the Board of Trustees of New York University for the year 2010-2011. The Board of Trustees reserves the right to alter this schedule without notice.

Note that the registration and services fee covers memberships, dues, etc., to the student's class organization and entitles the student to membership in such University activities as are supported by this allocation and to receive regularly those University and college publications that are supported in whole or in part by the student activities fund. It also includes the University's health services, emergency and accident coverage, and technology fee.

All fees are payable at the time of registration. The Office of the Bursar is located at 25 West Fourth Street. Checks and drafts are to be drawn to the order of *New York University* for the exact amount of the tuition and fees required. In the case of overpayment, the balance is refunded on request by filing a refund application in the Office of the Bursar.

A fee will be charged if payment is not made by the due date indicated on the student's statement. The unpaid balance of a student's account is also subject to an interest charge of 12% per annum from the first day of class until payment is received.

Holders of New York State Tuition Assistance Program Awards will be allowed credit toward their tuition fees in the amount of their entitlement, provided they are New York State residents, are enrolled on a full-time basis, and present with their schedule/bill the Award Certificate for the applicable term.

Students who receive awards after registration will receive a check from the University after the New York State payment has been received by the Office of the Bursar and the Office of the University Registrar has confirmed eligibility.

Full-Time Students

Tuition, 12 to 18 points, per term\$19,156.00

Nonreturnable registration and services fee, per term.....\$1,583.00

For each point taken in excess of 18, per point, per term (includes a nonreturnable registration and services fee of \$60.00 per point)\$1,186.00

Other Students

Tuition, per point\$1,126.00

Fall term 2010: nonreturnable registration and services fee, first point.....\$409.00

Fall term 2010: nonreturnable registration and services fee, per point, for registration after first point\$60.00

Spring term 2011: nonreturnable registration and services fee, first point.....\$422.00

Spring term 2011: nonreturnable registration and services fee, per point, for registration after first point.....\$60.00

Students entering in the fall of 2011 should visit the NYU Bursar's website at nyu.edu/bursar/tuition.fees for an up-to-date listing of the University's tuition and fees charges.

Basic Health Insurance Benefit Plan

Full-time students are automatically enrolled.²¹ All others can select:

Annual.....\$1,360.00

Fall term.....\$525.00

Spring term (coverage for the spring and summer terms).....\$835.00

Summer term (only for students who did not register in the preceding term).....\$368.00

Comprehensive Health Insurance Benefit Plan

International students automatically enrolled.¹⁷ All others can select:

Annual.....\$2,132.00

Fall term.....\$823.00

Spring term (coverage for the spring and summer terms).....\$1,309.00

Summer term (only for students who did not register in the preceding term).....\$576.00

Stu-Dent Plan

Dental service through NYU's College of Dentistry

Primary member.....\$225.00

Partner.....\$225.00

Dependent (under age 16)\$80.00

Renewal membership.....\$185.00

²¹ A waiver option is available. Students automatically enrolled in the Basic Plan or the Comprehensive Plan can change between plans or waive the plan entirely (as long as they show proof of other acceptable health insurance).

Special Fees

| | |
|---|----------------|
| Late payment of tuition fee..... | \$25.00 |
| Late registration fee commencing with the second week of classes..... | \$50.00 |
| Late registration fee commencing with the fifth week of classes..... | \$100.00 |
| Penalty fee..... | \$20.00 |
| Deposit upon acceptance (nonreturnable)..... | \$500.00 |
| Housing deposit (if applicable) upon acceptance (nonreturnable)..... | \$300.00 |
| <i>Note: Undergraduate application fee (nonreturnable).....</i> | <i>\$65.00</i> |
| <i>Application fee for admissions for international students and U.S. citizens living abroad (nonreturnable).....</i> | <i>\$75.00</i> |

Deferred Payment Plan

The Deferred Payment Plan allows students to pay 50% of their net balance due for the current term on the payment due date and defer the remaining 50% until later in the semester. This plan is available to students who meet the following eligibility requirements:

- They are matriculated and registered for six or more points.
- They are without a previously unsatisfactory University credit record.
- They are not in arrears for any University charge or loan.

The plan includes a nonrefundable application fee of \$50.00, which is to be included with the initial payment on the payment due date.

Interest at a rate of 1% percent per month on the unpaid balance will be assessed if payment is not made in full by the final installment due date. A late payment fee will be assessed on any late payments.

A separate deferred payment plan application and agreement is required for each semester this plan is used. The Deferred Payment Plan is available at nyu.edu/bursar/forms in July for the fall semester and in December for the spring semester.

For additional information, visit the Office of the Bursar web site at nyu.edu/bursar/paymentplans or call 212-998-2806.

TuitionPay Plan

TuitionPay (formerly called AMS) is a payment plan administered by SallieMae. This interest-free plan allows for all or a portion of a student's educational expenses (including tuition, fees, room, and board) to be paid in monthly installments.

The traditional University billing cycle consists of one large lump sum payment due at the beginning of each semester. TuitionPay is a budget plan that enables a family to spread payments over the course of the academic year. By enrolling in this plan, students spread fall semester tuition payments over a four-month period (June through September) and spring semester tuition payment over another four-month period (November through February).

With this plan, students budget the cost of tuition and/or housing after deducting any financial aid received and/or any payments made directly to NYU.

A nonrefundable enrollment fee of \$50.00 is required when applying for the fall/spring TuitionPay Plan. Students must enroll in both the fall and spring plans. Monthly statements are mailed by TuitionPay, and all payments should be made directly to them. For additional information, contact TuitionPay at 800-635-0120 or visit the NYU Bursar web site at nyu.edu/bursar.

Arrears Policy

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

Withdrawal and Refund of Tuition

A student who for any reason finds it impossible to complete a course for which he or she has registered should consult with an academic adviser. An official withdrawal must be filed either on Albert (through the first three weeks of the term only) or in writing on a completed Change of Program (drop/add) form with the Office of the University Registrar. *Note: An official withdrawal must be filed if a course has been cancelled, and in this case the student is entitled to a refund of tuition and fees paid. Withdrawal does not necessarily entitle the student to a refund of tuition paid or a cancellation of tuition still due. A refund of tuition will be made provided such withdrawal is filed within the scheduled refund period for the term (see schedule below).*

Merely ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor. A stop payment of a check presented for tuition does not constitute withdrawal, nor does it reduce the indebtedness to the University. The nonreturnable registration fee and a penalty fee of \$20.00 for a stopped payment must be charged in addition to any tuition not canceled.

The date on which the Change of Program form is filed, not the last date of attendance in class, is considered the official date of withdrawal. It is this date that serves as the basis for computing any refund granted the student. The refund period (see schedule below) is defined as the first four calendar weeks of the term for which application for withdrawal is filed. The processing of refunds takes approximately two weeks.

Refund Schedule (Fall and Spring Terms Only)

Courses dropped during the first two weeks of the term.....100% of tuition and fees

Courses dropped after the first two weeks of the term.....NONE

Refund Period Schedule for Complete Withdrawal (Fall and Spring Terms Only)

This schedule is based on the total applicable charge for tuition excluding nonreturnable fees and deposits.

Withdrawal on or before the official opening date of the term²² 100%
(100% of tuition and fees)

Withdrawal on the second day after the official opening date of the term through the end
of the first calendar week 100%
(100% of tuition only)

*The first calendar week consists of the first seven calendar days beginning with the
official opening date of the term, not the first day of the class meeting.*

Withdrawal within the second calendar week of the term 70%
(tuition only)

Withdrawal within the third calendar week of the term 55%
(tuition only)

Withdrawal within the fourth calendar week of the term 25%
(tuition only)

Withdrawal after completion of the fourth calendar week of the term..... NONE

*Note: The above refund schedule is not applicable to students whose registration remains
within the flat-fee range.*

A student may not withdraw from a class the last three weeks of the fall or spring
semester or the last three days of each summer session.

Exceptions to the published refund schedule may be appealed in writing to the
refund committee of the school of registration and should be supported by appropriate
documentation regarding the circumstances that warrant consideration of an exception.
Exceptions are rarely granted. Students who withdraw should review the “Refunds” page
on the Office of the Bursar’s web site at nyu.edu/bursar.

Federal regulations require adjustments reducing financial aid if a student
withdraws even after the NYU refund period. Financial aid amounts will be adjusted for
students who withdraw through the ninth week of the semester and have received any
federal grants or loans. This adjustment may result in the student's bill not being fully
paid. NYU will bill the student for this difference. The student will be responsible for
payment of this bill before returning to NYU and will remain responsible for payment
even if he or she does not return to NYU.

²² After the official opening date of the term, the registration and services fee is not returnable.

For any semester a student receives any aid, that semester will be counted in the satisfactory academic progress standard. This may require the student to make up credits before receiving any further aid. Please review “Semester Course Loads” on page 161 and “Academic Standards” on page 170 for further information and to prevent jeopardizing future semesters of aid.

Tuition Insurance

NYU encourages all students to purchase tuition insurance in case a withdrawal after the refund period becomes necessary. Please contact A.W.G. Dewar, Inc., Four Batterymarch Park, Quincy, MA 02169-7648; 617-774-1555 or visit tuitionrefundplan.com for more information.

Financial Aid

| |
|--|
| NYU Office of Financial Aid 25 West Fourth Street 212-998-4444 nyu.edu/financial.aid |
|--|

New York University awards financial aid to help students meet the difference between their own resources and the cost of education. All awards are subject to availability of funds and the student’s demonstrated need. Renewal of assistance depends on annual reevaluation of a student’s need, the availability of funds, the successful completion of the previous year, and satisfactory progress toward completion of degree requirements. In addition, students must meet the published filing deadlines. Detailed information about financial aid is also available on the Office of Financial Aid web site at nyu.edu/financial.aid. A concise summary is also included in the *NYU Student's Guide*, available online through the Student Resource Center at nyu.edu/student.affairs. Many awards are granted purely on the basis of scholastic merit, while others are based on financial need. It is frequently possible to receive a combination of awards based on both. University scholarships or fellowships may be granted by themselves or in conjunction with student loans or Federal Work-Study employment. To ensure that maximum sources of available support are explored, students must apply for financial aid by the appropriate deadline.

It is the student's responsibility to supply true, accurate, and complete information to the Office of Financial Aid and to notify them immediately of any changes or corrections in his or her financial situation, enrollment status, or housing status, including tuition remission benefits, outside scholarships and grants, and state-sponsored, prepaid college savings plans.

A student who has received a financial aid award *must* inform their department and the Office of Financial Aid if he or she subsequently decides to decline all or part of that award. To neglect to do so may prevent use of the award by another student. If a student has not claimed his or her award (has not enrolled) by the close of regular (not late) registration and has not obtained written permission from his or her department and the Office of Financial Aid for an extension, the award may be canceled, and the student may become ineligible to receive scholarship or fellowship aid in future years.

Determination of financial need is also based on the number of courses for which the student indicates he or she intends to register. A change in registration therefore may necessitate an adjustment in financial aid.

How to Apply

Students must submit the Free Application for Federal Student Aid (FAFSA), and New York State residents must also complete the New York State Tuition Assistance Program (TAP) application. (The TAP application is also available online when using FAFSA on the Web.) The FAFSA (available online at *fafsa.ed.gov*) is the basic form for all student aid programs. Be sure to complete all sections. Students should give permission on the FAFSA for application data to be sent directly to New York University (the NYU federal code number is 002785).

Entering freshmen must submit the application by *February 15* for the fall term and by *November 1* for the spring term. Returning undergraduates and transfer students should apply no later than *March 1*.

Students requiring summer financial aid must submit a summer aid application in addition to the FAFSA and TAP applications. The application, available in February, can be obtained from the Financial Aid Web site or the Office of Financial Aid.

Eligibility

Enrollment

To be considered for financial aid, students must be officially admitted to NYU or matriculated in a degree program and making satisfactory academic progress toward degree requirements. Students in certain certificate or diploma programs may also be eligible for consideration. Generally, University-administered aid is awarded to full-time students. Half-time students (fewer than 12, but at least 6 credit points per semester) may be eligible for a Federal Stafford Loan or a Federal PLUS Loan, but they must also maintain satisfactory academic progress. Part-time undergraduate students may also be eligible for Aid for Part-Time Study (APTS) (New York State residents only—separate application is necessary) or for Pell Grants.

Renewal Eligibility

Financial aid awards are not automatically renewed each year. Continuing students must submit a FAFSA each year by the NYU deadline, continue to demonstrate financial need, make satisfactory progress toward degree requirements, and remain in good academic standing.

Citizenship

To be eligible for aid from NYU and from federal and state government sources, students must be classified either as U.S. citizens or as eligible noncitizens. Students are considered to be eligible noncitizens for financial aid purposes if one of the following conditions applies:

1. U.S. permanent resident with an Alien Registration Receipt Card I-551 (“green card”).

2. Other eligible noncitizen with an Arrival-Departure Record (I-94) showing any one of the following designations: (a) “Refugee,” (b) “Indefinite Parole,” (c) “Humanitarian Parole,” (d) “Asylum Granted,” or (e) “Cuban-Haitian Entrant.”

Withdrawal

Those receiving federal aid who withdraw completely may be billed for remaining balances resulting from the mandatory return of funds to the U.S. government. The amount of federal aid "earned" up to that point is determined by the withdrawal date and a calculation based on the federally prescribed formula. Generally, federal assistance is earned on a pro-rata basis.

University-Sponsored and -Administered Programs

Through the generosity of its alumni and other concerned citizens, as well as from funds supplied by the federal government, the University is able to provide an extensive financial aid program for its students. Awards are competitive and based on academic achievement, test scores, and in most cases, financial need.

Scholarships and Grants

Scholarships and grants awarded by the University generally range from \$500 to \$25,000. In addition, the University has established separate scholarship funds for students in special situations of merit or need. There is no separate application for NYU scholarships. All students are automatically considered for academic (merit-based) and financial need-based scholarships after applying for admission and financial aid. The FAFSA and the admissions application contain all the information needed for scholarship determination.

New York University Merit Scholarships:

The University sponsors scholarships for finalists in the annual National Merit Scholarship Program. New York University must be listed as the first choice of schools in order to qualify for New York University Merit Scholarships.

University Scholars:

A select number of freshmen are designated as University Scholars based on their high school records of achievement and service. In addition to the special academic privileges accorded to the scholars, they receive a merit scholarship and additional financial aid, based on need, up to the amount of tuition.

The Reynolds Program in Social Entrepreneurship:

The Reynolds Program offers ten undergraduate scholarships each year. The program is a comprehensive initiative designed to equip the next generation of social entrepreneurial leaders and infrastructure developers and managers with the skills, resources, and networking opportunities needed to help solve society's most intractable problems in sustainable and scalable ways. The undergraduate scholarship provides up to \$40,000 over two years and dedicated curricular and cocurricular activities. Students must submit an application for consideration. For more details, visit www.nyu.edu/reynolds.

Loan Programs

New York University administers the Federal Perkins Loan Program, supported by the federal government. The University determines eligibility for a Perkins Loan based on a student's financial need and availability of funds; students are considered for this loan when they apply for financial aid. The University generally awards Perkins Loans to the neediest full-time students only.

Perkins loans are made possible through a combination of resources: an annual allocation from the U.S. Department of Education, a contribution from New York University, and repayments by previous borrowers. The annual interest rate is currently 5% and interest does not accrue while the student remains enrolled at least half-time.

Part-Time Employment

Wasserman Center for Career Development:

Most financial aid award packages include work-study, which allows students to participate in the Federal Work-Study Program and earn up to the amount recommended in their award package. Work-study wages are paid directly to the student on a biweekly basis and are normally used for books, transportation, and personal expenses.

It is not necessary to be awarded work-study earnings in order to use the services of the Wasserman Center. All students may use the center as soon as they have paid their tuition deposit and may also use the center as a resource for summer employment. Extensive listings of both on-campus and off-campus jobs are available. The Wasserman Center for Career Development is located at 133 East 13th Street, 2nd Floor, 212-998-4730, nyu.edu/careerdevelopment.

Resident Assistantships:

Resident assistants reside in the residence halls and are responsible for organizing, implementing, and evaluating social and educational activities. Compensation may include room and/or board, and/or a stipend. Applications and further information may be obtained from the Office of Residential Life and Housing Services, 726 Broadway, 7th Floor, 212-998-4600, housing@nyu.edu, nyu.edu/life/living-at-nyu.

All Other Sources of Aid

State Grants

New York State offers a wide variety of grants and scholarships to residents. Although application is made directly to the state and grants are awarded by the state, the amount each student is expected to receive is estimated and taken into account by the University when assembling the student's financial aid package.

New York State Tuition Assistance Program (TAP):

Legal residents of the state of New York who are enrolled in a full-time degree program of at least 12 credit points a term, or the equivalent, may be eligible for awards through this program. The award varies, depending on income and tuition cost.

Students applying for TAP must do so via a FAFSA application (see earlier "How to Apply" section). Submit the completed application as instructed. For more information about TAP, visit nyu.edu/financial.aid.

Aid for Part-Time Study (APTS):

A financial aid program to help New York State residents pursuing part-time undergraduate degree study offers awards in amounts of up to \$2,000 per academic year. The amount of an award is determined by the institution. To be eligible, the student must have filed a FAFSA and demonstrate financial need, must not have exhausted his or her TAP eligibility, must be otherwise eligible for financial aid, and must be enrolled for 3 to 11 credit points per term. Applications are available from the Office of Financial Aid or their web site. The application deadline varies; please consult the Office of Financial Aid.

Additional New York state programs are listed below. For complete information contact the New York Higher Education Services Corporation (HESC) at 888-697-4372 or visit hesc.com.

- World Trade Center Scholarship
- New York State Scholarship for Academic Excellence
- Regents Professional Opportunity Scholarships
- Awards for Children of Veterans (CV)
- Robert C. Byrd Honors Scholarship
- Memorial Scholarships for Families of Deceased Firefighters, Volunteer Firefighters, Police Officers, Peace Officers, and Emergency Medical Service Workers
- Persian Gulf Veterans Tuition Awards
- Vietnam Veterans Tuition Awards (VVTA)
- State Aid to Native Americans
- AmeriCorps Educational Award
- Volunteer Recruitment Service Scholarship for Volunteer Fire and Ambulance Recruits
- Military Service Recognition Scholarship (MSRS)

States Other Than New York

Some students from outside New York state may qualify for funds from their own state scholarship programs that can be used at New York University. Students should contact their state financial aid agency (call 800-433-3243 to get its telephone number and address) to ask about program requirements and application procedures. Students who receive an eligibility notice from their state program should submit it to the New York University Office of Financial Aid in advance of registration.

Federal Grants and Benefits

Pell Grant Program:

The Federal Pell Grant Program provides assistance to undergraduate students who demonstrate financial need according to economic criteria and program requirements established by the federal government. To be eligible, students must enroll in a degree or approved certificate/diploma program and be matriculated for their first bachelor's degree. (Students who have already completed a bachelor's degree are not eligible.) By submitting the Free Application for Federal Student Aid (FAFSA), students also apply for a Federal Pell Grant.

Federal Academic Competitiveness Grant (ACG):

The Academic Competitiveness Grant (ACG) provides federal assistance to students who are also eligible for a Federal Pell Grant and have financial need. Students must also be U.S. citizens, be enrolled full-time, and be in a two- or four-year undergraduate degree program. They must not have previously enrolled in an undergraduate program and must have been in a rigorous high school program or met the standard of rigor via other means as defined by the Department of Education. The amount of the award varies, depending on whether the student is in his or her first or second year. For students receiving the ACG in their first year, they must have graduated from high school after January 1, 2006. For students receiving ACG in their second year, they must have graduated from high school after January 1, 2005. Returning students must have a cumulative GPA of 3.0 or above. Students will automatically be reviewed for ACG eligibility each semester.

Federal Supplemental Educational Opportunity Grants (SEOG):

These federally funded grants are awarded to undergraduates whose financial need is substantial. All FAFSA filers who qualify are automatically considered for this grant, however, funds for this program are very limited.

Veteran's Benefits:

Various programs provide educational benefits for spouses and children of deceased or permanently disabled veterans, as well as for veterans and in-service personnel who served on active duty in the United States Armed Forces after January 1, 1955. In these programs the amount of benefits varies.

Applications and further information may be obtained from the student's regional office of the Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West Fourth Street, 1st Floor.

Scholarships and Grants from Other Organizations

In addition to the sources of gift aid described above, students may also be eligible for a private scholarship or grant from an outside agency or organizations. Some sources to explore are employers, unions, professional organizations, and community and special interest groups. (The NYU Office of Undergraduate Admissions web site includes some examples of such outside scholarships that can be used at NYU. Visit nyu.edu/admissions/financial-aid-and-scholarships).

Federal Loans

Federal Direct Stafford Loan Program:

The Federal Direct Stafford Loan is obtained from the U.S. Department of Education. The total amount borrowed in any year may not exceed the cost of education minus the total family contribution and all other financial aid received that year. The interest rate is fixed at 4.5% for 2010-2011. Stafford loan payments are copayable to NYU and the student, and funds are applied first to any outstanding balance on the student's account. An origination fee of 0.5% is deducted from the loan funds.

Students may qualify for both subsidized and unsubsidized Stafford loans. The interest on the Federal Direct Subsidized Stafford Loan is paid by the U.S. government while the student is in school and remains enrolled at least half-time. The Federal Direct

Unsubsidized Stafford Loan terms and conditions are essentially the same as the subsidized loan except the federal government does not pay the interest while the student is in school. Instead, the interest is accrued and added to the principal of the loan.

Subsidized Stafford loans are based strictly on financial need. During the first year of study, a student may borrow up to a total of \$5,500 (combined subsidized and unsubsidized), with no more than \$3,500 as the subsidized amount. In subsequent years, the total is increased to \$6,500 for sophomores (with no more than \$4,500 as the subsidized amount), and \$7,500 for juniors and seniors (with no more than \$5,500 as the subsidized amount). For independent undergraduate students and some dependent undergraduate students whose parents do not qualify for a PLUS loan, the Federal Direct Unsubsidized Stafford Loan Program offers yet more borrowing eligibility. For details about additional unsubsidized amounts available and the maximum aggregate limits for all Stafford loans combined, visit nyu.edu/admissions/financial-aid-and-scholarships/types-of-financial-aid.

Federal Direct PLUS Loan Program:

The PLUS loan enables parents of dependent undergraduate students to borrow up to the full amount of an NYU education minus other aid. There is no aggregate loan limit, and individual lenders will evaluate credit history. The interest rate is fixed at 7.9% percent. An origination fee of 2.5% is deducted from the loan funds. PLUS loan disbursements are made copayable to NYU and the parent, and funds are applied first to the current year's outstanding balance on the student's account.

Private Loans

A private (nonfederal) loan may be a financing option for students who are not eligible for federal aid or who need additional funding beyond the maximum amounts offered by federal loans. For more information on the terms and conditions of the suggested private loan (as well as applications), visit nyu.edu/financial.aid/private-loans.php.

Employee Education Plans

Many companies pay all or part of their employees' tuition under tuition refund plans. Employed students attending the University should ask their personnel officers or training directors about the existence of a company tuition plan. Students who receive tuition reimbursement and NYU employees who receive tuition remission from NYU must notify the Office of Financial Aid if they receive this benefit.

ACADEMIC ADVISING, REGISTRATION, AND POLICIES AND PROCEDURES

Academic Advising

Stern Office of Academic Advising
Tisch Hall, Suite 616
40 West Fourth Street
212-998-4020
stern.nyu.edu/uc/advising

Stern Office of Academic Advising

The Stern Office of Academic Advising is an important resource for undergraduates during their four years at Stern. Stern educates through in-classroom learning and co-curricular experiences, and the Stern Office of Academic Advising provides comprehensive guidance to help students design a well-rounded academic program to meet that goal. The office's professional staff partner with students from the start of their Stern career to map out their undergraduate experience, tailored to individual skills and interests.

The Stern Office of Academic Advising provides academic advising to Stern undergraduates and coordinates undergraduate programs independently and in partnership with key Stern and all-University offices to enhance academic, professional, and social development. The advising staff consists of well-qualified professionals eager to help students adjust to the academic and personal challenges of college life.

Stern offers one-on-one advising to all students to assist in curriculum planning as well as to address topics such as course scheduling, choosing a major, selecting a minor, study abroad planning, and participating in co-curricular activities. In addition to individual advising appointments, the office coordinates a series of student programming to supplement each student's academic experience.

The advising staff provides additional support to new students during their first term. At orientation, presentations are made concerning the curriculum, international study opportunities, the student code of conduct, student life, co-curricular activities, and student support services. New students also participate in a midterm cohort advising review session to monitor academic progress and adjustment to the Stern Undergraduate College. Students are encouraged to meet with an academic adviser as often as they wish but at least once a semester (preferably prior to course registration).

Stern Undergraduate Faculty Advisers

Each academic department has a faculty adviser responsible for advising Stern undergraduates regarding academic interests and career ambitions. All faculty advisers have additional office hours dedicated to these special advising responsibilities. A listing of the current faculty advisers can be found on the Stern Undergraduate College web site at *stern.nyu.edu/uc/advising*.

Prelaw Advising

Stern's prelaw adviser, Professor Jeanne Calderon, is available to meet with students interested in a law career. Prewlaw students should consult the Stern Undergraduate College advising web site for pertinent information to help them decide whether to apply to and attend law school. Although there is no prescribed prelaw curriculum, there are several business and liberal arts courses that may interest students considering law school. Prewlaw information sessions are offered in the fall and students are encouraged to meet with the prelaw adviser during the second semester of their junior year to discuss the law school application process.

Prehealth Advising

Students interested in fulfilling requirements for postgraduate health careers – from medicine and dentistry to the allied-health professions – are encouraged to meet with the preprofessional Stern adviser as early in their academic career as possible. Prehealth students should also take advantage of the resources offered through the College of Arts and Science's Preprofessional Advisement Office, Silver Center, Room 901, 212-998-8160.

The program of study for a student interested in any of these areas minimally requires completion of the following courses: Principles of Biology I and II, V23.0011, V23.0012; General Chemistry I, V25.0101, Introduction to General Chemistry I Laboratory, V25.0103; General Chemistry II, V25.0102, Introduction to General Chemistry II Laboratory, V25.0104; Organic Chemistry I, V25.0243, Organic Chemistry I Laboratory, V25.0245; Organic Chemistry II, V25.0244, Organic Chemistry II Laboratory, V25.0246; and General Physics I and II, V85.0011, V85.0012.

Some professional schools may require additional courses. Please note that Stern students pursuing this path will typically use all their elective space completing these requirements and may exceed the amount of credits normally required for degree completion, which in turn may affect financial aid status. Please note that being "premed" is not a major or minor and is not an irrevocable commitment.

Career Counseling

The Wasserman Center for Career Development aims mission to provide personalized career services in a supportive environment that empowers NYU students at every stage of their professional development and helps lead them to fulfilling careers in their chosen fields. The Wasserman Center is committed to providing the highest quality career counseling and placement assistance to NYU students and alumni. The office continues to introduce and explore many new technical enhancements while maintaining personal, individualized services to give students every possible advantage in their job search. The Wasserman Center is also dedicated to developing and nurturing innovative and outstanding programs; counselors from the center often work closely and partner with the Stern advising staff to create meaningful preprofessional events. For a full listing of all of the programs and services offered to the NYU community, please see the Wasserman Center's web site nyu.edu/careerdevelopment. (See also pages 154 and 186.)

The College Learning Center

Any Stern student enrolled in a College of Arts and Science course is eligible to receive academic support through the College Learning Center (CLC), which has several

convenient locations: Weinstein Residence Hall, Third Avenue North Residence Hall, and University Hall. The CLC provides individual and group review sessions for specific courses, as well as Academic Success Workshops, absolutely free of charge.

The CLC's mission is to assist students in developing the knowledge base, skills, and strategies that will help them become confident, independent, and active learners. Its various academic support services are intended to help students meet the challenge of NYU's rigorous academic standards.

Services offered by the CLC include the following:

- Individual and group tutoring sessions
- Morse Academic Plan (MAP) study groups
- Examination review sessions
- Residence hall group study sessions
- Study skills assessment
- Workshops on academic effectiveness and time management
- Computer-assisted training

For more information, visit the College Learning Center's Web site at nyu.edu/cas/clc.

The Moses Center

The Henry and Lucy Moses Center for Students with Disabilities provides comprehensive services and programs for undergraduate and graduate students with hearing and visual impairments, mobility impairments, learning disabilities and attention deficit disorders, chronic illnesses, and psychological impairments.

The Moses Center functions to determine qualified disability status and to assist students in obtaining appropriate accommodations and services. Services provided are designed to encourage independence and self-advocacy, backed by a comprehensive system of supports. For more information, contact The Moses Center, 726 Broadway, 2nd Floor, New York, NY 10003; 212-998-4980; nyu.edu/csd.

Registration

Separate and complete registration must be made for each term of work. New students will be notified by the Stern Office of Academic Advising of registration procedures upon admission. Currently enrolled students should use Albert, the NYU registration and student information services Web site, to register for courses each term. This process occurs in April for the fall term and in November for the spring term. Announcements concerning these dates will be advertised by the Office of the University Registrar as well as the Stern Office of Academic Advising. For the registration periods, students will receive an appointment notice from the Office of the University Registrar; this appointment time will also appear on the student's Albert account. This notice will provide the student with a personal date and time for registration, which is not subject to adjustment. Payment and other pertinent information is available through the Office of the Bursar.

Students who wait to enroll in classes until the registration period immediately prior to the beginning of each semester are required to pay their tuition and fees to the Office of the Bursar within 48 hours of registering. Registration after the close of the stated registration periods must be approved by the Stern Office of Academic Advising,

Tisch Hall, Suite 616. A late registration fee is charged (see “Refund Period Schedule” on page 150).

Summer and Winter Sessions

The 12-week summer is divided into two six-week sessions. Students may choose from day and evening courses in either or both terms. As specified by a New York State Education Department regulation, a student who registers for both six-week sessions may take a maximum of 16 credits, with the credit load for either session not exceeding 10 credits. Matriculated students who wish to attend summer sessions are urged to take advantage of the registration advising period in February. Students may add courses through the third day of classes during each summer session, and may withdraw from courses through the fourth week of classes. Summer courses are listed on Albert beginning in December. For more information, visit nyu.edu/summer.

Winter session occurs during the second part of the NYU winter recess. The session offers students the chance to enroll in one or two courses, which allows for both intensive study of the subject matter as well as time to enjoy all New York City has to offer. Winter session courses enable students to earn academic credit (major, minor, or elective) in courses that are in high demand, to accelerate their degree completion, and to concentrate on personal interests. Matriculated students who wish to take courses during the winter session are urged to take advantage of the registration advising period in November. For more information regarding registration timelines, course offerings, and tuition, visit nyu.edu/winter.

Semester Course Loads

Matriculated full-time students are expected to complete at least 32 credits per academic year. For students receiving financial aid, completing fewer than 32 credits in an academic year may jeopardize that aid. To be in good academic standing, students must complete a minimum of 24 credits per academic year. Failure to maintain full-time standing prior to the final degree semester results in academic probation, which is recorded on the transcript. Students are only permitted to register on a part-time basis (fewer than 12 credits) during a summer session and/or the final semester of their degree program.

Permission from the Stern Office of Academic Advising is required if a student wishes to take more than 18 credits in a given semester. Students who wish to do so must fill out the “Request to Increase Semester Credit Load” form and meet with an academic adviser for final approval once the form is filled out. Permission to take more than 18 credits per term is limited to students who have completed at least 32 credits of work while matriculated at Stern and who have maintained a cumulative grade point average of 3.0 or better. Freshmen may be given permission to take more than 18 credits in a semester only after completing one full semester of course work and only if the student has a GPA of 3.5 or better. All students taking over 18 credits in a given semester are subject to extra tuition and fees. Students enrolled in fewer than 12 credits in their final semester or who exercise the option to increase their credit load at any point in their academic career are encouraged to visit the Office of Financial Aid and the Office of the Bursar to find out how their semester course load will impact their tuition costs or financial aid.

While the Stern curriculum only requires that students earn a minimum of 128 credits to meet most major²³ and graduation requirements, students can take up to and count toward their GPA 144 credits while at Stern. However, students on financial aid may not receive funding for any credits taken over 128 credits that do not count toward any major or graduation requirements. Students who must take an excess of 128 credits in order to meet their graduation requirements are encouraged to contact the Office of Financial Aid.

Add-Drop

Students may add and drop courses during designated periods. No classes can be added after the established deadlines.

Wait Lists

During registration, most Stern courses will open a wait list when a section of a particular course has closed. Students may use Albert to add themselves to a wait list for a given course. Being wait-listed for a course does not guarantee admission into that course. Students are encouraged to register for an alternative course to ensure proper academic progress and satisfactory completion of degree requirements. Please note that each school and/or academic department may have different waitlist policies. For non-Stern course specific information, please contact the appropriate department directly for assistance. Further details concerning the wait list are made available from the Office of the University Registrar. Wait lists expire the Monday after the first full week of classes at the beginning of each semester; at that time all students are removed from the wait list.

Withdrawal From Courses

A student may officially withdraw from a course if continuation is made impossible for reasons beyond his or her control. Courses dropped during the first three weeks of the term will not appear on the transcript. Those dropped from the beginning of the fourth week through the ninth week of the term will be recorded with a grade of W on their transcript. After the ninth week, no one may withdraw from a course. Students who are ill or have a serious personal issue should contact the Stern Office of Academic Advising. An official request to withdraw is made on the Program Change Form, which students can obtain in Suite 616, Tisch Hall or in the Office of the University Registrar.

Auditing Courses

The Stern Undergraduate College does not permit auditing of Stern undergraduate courses. Students may not attend courses for which they have not registered.

Independent Studies

Students registering for independent study for a given semester or session must meet the deadlines set by each respective department. To be eligible for independent study, students must be Bachelor of Science candidates at the Stern School of Business Undergraduate College, have an overall GPA of at least 3.3, and senior standing. Well in advance of the deadline, qualified students should fill out an Independent Study Authorization Form, which entails seeking approval for the project by both the faculty

²³ Some Stern/CAS major combinations necessitate exceeding the 128 credit graduation requirement.

adviser of the department and a faculty member who will serve as instructor for the course.

Students who are approved will be registered by their academic adviser for independent study. Independent Study Authorization Forms can be obtained in the Stern Office of Academic Advising or on the Stern Undergraduate College advising web site at stern.nyu.edu/uc/advising.

Study Abroad Registration and Grading Policies

NYU Study Abroad Programs

Students are permitted to take up to two business courses at an NYU Study Abroad campus. Students who wish to take courses toward a non-Stern major or minor are encouraged to submit written approval from that particular department to the Stern Office of Academic Advising prior to their departure.

International Business Exchange Program (IBEX)

Students may take up to two courses toward a Stern major while abroad in the International Business Exchange Program. Students earn letter or numeric grades abroad and must receive a passing grade according to the host institution's grading scale to transfer the credit to their Stern curriculum. However, grades for all IBEX courses are transferred back to a student's curriculum record with a pass/fail grade. Failing grades will factor into a student's grade point average. IBEX participants are only permitted to take one additional pass/fail course at Stern after completing their semester abroad (for full pass/fail policy information, please see page 168). Students who wish to take courses toward a non-Stern major or minor must receive approval in writing from that particular department and provide confirmation to the Stern Office of International Programs. See page 33 for more information.

Policies and Procedures of the College

Student Code of Conduct

At NYU Stern, we seek to engage our students, faculty, and alumni as lifelong partners in the process of learning, debate, and discovery. Academic and personal integrity are central to this mission. As members of our community we commit to:

- 1) Show respect for every member of the NYU community and refrain from all forms of intimidation, harassment, and acts of prejudice that infringe upon the rights of other members of the community.
- 2) Exercise integrity in all aspects of our academic work including, but not limited to the preparation and completion of exams, papers, and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- 3) Clearly acknowledge the work and efforts of others when submitting written work as our own. The incorporation of the work of others - including but not limited to their ideas, data, creative expression, and direct quotations (which should be designated with

quotation marks), or paraphrasing thereof - must be fully and appropriately referenced using notations both in the text and the bibliography.

4) Demonstrate dignity and integrity in all aspects of our involvement with the School and University, including participation in sponsored organizations and activities, and situations in which we may be seen to represent the School or University. These activities and situations include, but are not limited to student organizations (including clubs, governments, and honor societies), conferences and meetings, student-organized and school-sponsored travel, interviews, and interactions with alumni.

5) Demonstrate sound judgment and integrity in the submission of documents, forms, and information to or on behalf of the School, University, or any member of those communities.

6) Work to preserve and be wise stewards of the University's resources and facilities and respect the personal property of other members of the NYU community.

7) Conduct ourselves as law abiding members of both the NYU community and our broader society – including but not limited to refraining from behaviors that infringe upon the rights of others or disrupt the educational process and acting in conformity with NYU and Stern policies and public law.

8) Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to have an adverse effect on the NYU Stern community.

9) Carefully review and abide by the rules and policies of NYU as outlined in detail at and nyu.edu/hr/policies/sta04000, recognizing that being fully informed about NYU and Stern rules and codes governing civil behavior and academic integrity is an obligation of community membership.

As members of this community we understand that any violation of this Code of Conduct, whether committed knowingly or out of ignorance, can result in disciplinary action and may result in a sanction up to and including expulsion from New York University. The Student Code of Conduct was amended and approved by the Stern faculty in May 2010.

Plagiarism

Students are required to submit their own work. Ideas, data, direct quotations, paraphrasing, or any other incorporation of the works of others must be clearly referenced. To do otherwise constitutes plagiarism. Examples of plagiarism include the following:

1) The use of other persons or services to prepare written work that is submitted as a student's own.

- 2) The use of previously or concurrently submitted papers or segments thereof written by other students or by the student himself or herself.
- 3) Submission of the same or very similar papers in different sections of multiple-section courses by collaborating students.

Students suspected of any form of plagiarism will be subject to disciplinary action.

Examinations

All communication—written, oral, or otherwise—among students during examinations is forbidden except where approved by the instructor. The use of notes, books, other written materials, calculators, or other aids is forbidden except when approved by the instructor. Providing or receiving information about the content of an examination is forbidden except when approved by the instructor. The use of anyone else to take an examination for a student is forbidden. The above-mentioned items are intended to be illustrative of plagiarism and other forms of cheating. They are not all-inclusive.

Use of Technology

Calculators, Personal Digital Assistants, and Other Forms of Artificial Intelligence:
The use of personal digital assistants (PDAs) in the classroom, including for taking examinations, will be at the discretion of the instructor (permission may be communicated verbally or in writing). Instructors may limit the use of technology to a scientific or business calculator and specify, for example, a TI-83 or equivalent. Students who use unapproved devices may be liable to be charged with academic misconduct.

Resources (Libraries and Computer Usage) Library:

Circulating library material may be borrowed only upon presentation of the student's own valid NYU photo ID. Noncirculating material (e.g., magazines, journals, and reference items) may not leave the library under any circumstances. Stealing or vandalizing library materials is forbidden.

Computer Center:

Students are expected to treat the School's computing resources in the same fashion as library materials. Illegal, improper, or inappropriate use of any of the center's hardware or software constitutes grounds for academic disciplinary measures and/or legal action. Specifically, the copying of proprietary personal computer or mainframe software and unauthorized access to the center's computer networks, mainframes, and PCs are forbidden.

In addition to the above, students are expected to be familiar with and abide by the "University Policy on Student Conduct," which sets basic rules and covers issues of academic freedom, speaker invitations and demonstrations, and use of University facilities. "University Policies and Procedures" covers the policy on affirmative action/equal opportunity and compliance with the Family Educational Rights and Privacy Act (P.L. 93-380).

Honor Council

The Stern Honor Council is made up of students and faculty members. Student Honor Council members are appointed by the associate dean after an application and interview process.

Any member of the Stern community may report an alleged academic or behavioral code of conduct violation against a Stern undergraduate. Academic violations include, but are not limited to, cheating and plagiarism; behavioral violations include, but are not limited to, physical assault, sexual harassment, and property damage.

A complainant must submit an honor complaint through the Incident Referral Form, available from the Office of the Dean (Suite 600, Tisch Hall) and on the Stern Undergraduate College web site (stern.nyu.edu/uc). All complaints should be directed to the associate dean.

Disciplinary Sanctions

Students are expected to familiarize themselves and comply with the rules of conduct, academic regulations, and established practices of NYU and Stern. Failure to abide by these codes may result in referral to the Honor Council and/or appropriate legal action by the University. The Council may levy a range of penalties, including expulsion. If pursuant to such rules, regulations, or practices, the withdrawal of a student is required before the end of the term for which tuition has been paid, a refund will be made according to the standard schedule for refunds.

Travel Code of Conduct and Responsibilities

All students who travel with the Undergraduate College of the Stern School of Business are expected to maintain the highest standards of professional conduct and integrity. In addition to complying with all College and University policies and procedures governing student conduct, a student's travel responsibilities include the following:

Code of Conduct:

- A duty to respect the privacy rights of members of the community by avoiding all forms of intimidation, including sexual and physical harassment.
- A duty to refrain from causing physical injury to yourself and others. Students will be held financially and legally responsible for any and all damage they inflict upon other persons.
- A duty to refrain from causing damage to real or personal property of others. Students will be held financially and legally responsible for any and all damage they inflict upon the property of others.
- A duty to preserve the quality of facilities that they may visit or reside at during their travels.
- A duty to respect cultural differences. This includes observing the proper etiquette in business/social settings, e.g., being punctual for appointments, not speaking out of turn, etc.
- A duty to refrain from irresponsible behavior, including the inappropriate consumption of alcohol.
- A duty to not leave the city for any personal excursions or trips (unless organized by Stern).
- A duty to not operate motorized vehicles.

- A duty to not participate in risky athletic/recreational activities (e.g., scuba, parachuting, parasailing, etc.).
- A duty to not violate laws whether they result in arrest or not.
- A duty to report to representatives of the School any person known by the student to have violated the Travel Code of Conduct.

Failure to abide by the Stern Travel Code of Conduct and Responsibilities and the NYU Rules of Conduct will result in disciplinary action, which could include (but is not limited to) academic sanctions, expulsion from the University, or referral to the Honor Council or the associate dean of students. In situations where the violation is deemed egregious, students may be immediately sent back to the United States, bearing responsibility for the cost of transportation to and from the airport as well as airline fees associated with flight changes.

Grading Procedures

Grading Guidelines for Core Courses at the Stern Undergraduate College

Grading guidelines have been agreed upon by the faculty to ensure fairness and consistency in grading across core courses within the Stern Undergraduate College.

These guidelines have been in effect since fall 2007. They are as follows:

- 25-35 percent A's—awarded for excellent work
- 50-70 percent B's—awarded for good or very good work
- 5-15 percent C's or below—awarded for adequate or below work

Grades

Listed below are the full range of letter grades and the numerical values that are used in the computation of the grade point average:

| | | |
|-----------------|-----|--------------|
| A ²⁴ | 4.0 | Excellent |
| A- | 3.7 | |
| B+ | 3.3 | |
| B | 3.0 | Good |
| B- | 2.7 | |
| C+ | 2.3 | |
| C | 2.0 | Satisfactory |
| C- | 1.7 | |
| D+ | 1.3 | |
| D | 1.0 | Passing |
| F | 0.0 | Failing |

For example, an A in a 4-credit course earns the student 16 grade points (4 x 4.0); a B in a 4-credit course earns 12 grade points (4 x 3.0), and so on.

The following grades are registrar's grades and cannot be recorded by an instructor. They are without numerical value and are ones for which credit is not granted except as noted.

W—This is a registrar's grade assigned when a student officially withdraws from a

²⁴ No grade above A or value above 4.0 may be used.

course.

P—This is a registrar's grade assigned when the student has registered for a course under the pass/fail option when credit is granted or for noncredit courses.

Pass/Fail Option

Students of the Stern School of Business are permitted to declare one elective pass/fail per semester outside of their major(s) or minor field. A maximum of four courses may be taken for a pass/fail grade. A pass/fail grade cannot be taken in any required course, or courses used to satisfy general education or business studies requirements. Credits earned for these courses are eliminated for consideration for the Dean's List, graduation with honors, and Beta Gamma Sigma (e.g., a full-time student must take a minimum of 12 credits to be eligible for the Dean's List; a pass/fail course does not qualify as part of these credits). Pass/fail grades are factored into the grade point average as follows: 0 grade points and 4 credits for a grade of F; 0 grade points and 0 credits for a P.

Students must designate the specific course for a pass/fail grade at the time of registration or within five weeks of the beginning of the term. During the summer sessions, the course must be designated within two weeks of the beginning of the session. For courses that start or end midsemester during the fall or spring term, a pass/fail designation can be filed no later than three weeks after the beginning of the course. Once executed, the pass/fail designation is irrevocable.

Students returning from studying abroad through the IBEX program are only permitted to take one additional pass/fail course at Stern.

Students wishing to declare a course pass/fail or with questions about the pass/fail option should see their adviser in the Stern Office of Academic Advising.

Grades of Incomplete

Incompletes may be earned when unavoidable circumstances keep a student from finishing a course that term and the nature of the course permits the faculty member to allow late completion. Incompletes are given at the discretion of the instructor and are never automatic. The following incomplete grade designations are without numerical value and are not included in the grade point average:

I—A notation of I (incomplete) is granted for a single semester. If the student does not complete the course material in the appointed time arranged by the instructor, the I will become an F.

I(P)—Indicates that the student was passing at the time of submission. This grade will lapse to an N (no grade/no credit) if not resolved by the next semester.

I(F)—Indicates that the student was failing at the time of submission. This grade will lapse to an F if not resolved by the next semester and will be counted in the overall average.

The following rules apply to all grades of incomplete:

1. Students may not sit in on the same course in a subsequent term for which they have received an incomplete.
2. Makeup work must be completed with the same instructor.
3. All work to complete an I(P) or I(F) must be made up by the following deadlines:

Fall Term: Last day of the following spring term.

Spring Term or Summer Session: Last day of the following fall term.

Makeup Examinations

Students who do not take the final examination at the regularly scheduled time due to compelling circumstances may, after applying to the instructor and at his or her discretion, be given the grade of I(P) or I(F), either of which indicates that the student is eligible to take a makeup examination.

Grades of I(P) and I(F) assigned due to absence at the final examination must be cleared within one semester; if not, the I(F) grade lapses to an F and the I(P) automatically lapses into a N (no grade/no credit).

Grade Point Average

The grade point average (GPA) is determined by dividing grade points by the credits (with 0 grade points and 4 credits for a grade of F; 0 grade points and 0 credits for a P). The courses accepted toward the degree must first meet program requirements. Credit will be applied in strict chronological order.

An average GPA of C (2.0) is required for graduation (128-144 credits and 256-288 grade points), except that the number of credits in pass/fail options will be deducted from the total credits in calculating the GPA (grade points divided by credits). Students who complete the required number of credits but who lack grade points may be permitted to take additional courses to gain grade points. They may not secure grade points by repeating courses they have already passed.

Not included in the GPA are credits taken in excess of 144 credits or credits brought in from other institutions. In addition, grades for courses taken at the School of Continuing and Professional Studies (SCPS) will not be factored into a student's grade point average. Please consult with an academic adviser regarding these courses.

Retaking Courses

No courses in which a passing grade has been received (D or better) may be retaken. Retaking a course that has been passed in previous semesters is a violation of Stern's policy and will not count toward graduation requirements and will not be computed into the student's GPA. A student may repeat a course in which a failing grade was received. However, both the failing grade and the passing grade will remain on the transcript, and both will be calculated into the GPA.

Grade Changes

The process of assigning grades is intended to be one of unbiased evaluation. Students are encouraged to respect the integrity and authority of the professor's grading system and are discouraged from pursuing arbitrary challenges to it. If a student believes an inadvertent error was made in the grading of an individual assignment or in assessing an overall course grade, a request to have the grade re-evaluated may be submitted. To appeal an assigned grade, the student should provide a written explanation to the instructor who assigned the grade outlining the specific grading error. If the student is dissatisfied with the outcome of the review and wishes to appeal the grade further, a formal written appeal should be submitted to the chair and/or faculty course coordinator.

in the particular department. An independent review of the grade will be undertaken by the department. The student's work will be reviewed to clarify how the grade was determined and to ensure the grade is consistent with the academic guidelines and policies of the department and course. The decision of the department in matters related to a course grade is final. After the awarding of the degree, no grade changes of any kind are permitted unless due to a departmental clerical error in recording.

Academic Standards

The Office of the Dean and the Stern Office of Academic Advising review student records throughout the academic year. Academic standards actions are based on the grades to date at the end of each term. The Stern Undergraduate College requires that all students make steady and substantial progress toward the Bachelor of Science degree. This entails a minimum of a 2.0 GPA and a minimum of 12 credits taken during each academic semester. A minimum 2.0 grade point average is required to graduate.

Academic Warning

Students will receive a letter of academic warning if they have earned a cumulative GPA of 2.0-2.25 or if the semester GPA is below 2.0 (even if the cumulative GPA is above 2.0). Students will be advised to seek counseling from an academic adviser to discuss recommendations for achieving an appropriate standard for academic performance.

Academic Probation

Any student whose record is deemed unsatisfactory will be placed on academic probation and will be so informed by letter. A record will be deemed unsatisfactory if, in any semester, the cumulative GPA falls below 2.0 or if it fails to show steady and substantial progress toward the degree. Steady and substantial progress toward the degree entails the completion of 12 credits, with satisfactory grades, for which a student registers in any semester.²⁵

Failure to satisfy the conditions of probation will result in further academic sanctions and possible dismissal from the University. The conditions usually require that the student (a) achieve a GPA of at least 2.0 during the term he or she is on probation with a minimum course load of 12 credits, (b) not receive any grade of incomplete, and (c) not withdraw from any course without securing the permission of an academic adviser prior to the withdrawal. Students on academic probation are also required to have a special probation interview with a representative from the dean of students' office in order to receive registration clearance for the next semester. More specific requirements may be imposed. New and continuing students on probation will not be eligible for financial aid.

Academic Dismissal

Students who are dismissed from the Stern Undergraduate College for poor academic performance are informed in person or in writing. Students who have paid tuition for the next term at the time of dismissal will receive a full refund of tuition and fees.

²⁵ Stern seniors are permitted to take fewer than 12 credits in their final semester if approved by their academic adviser.

Major(s) and Minor Selection

Students are encouraged to declare a major(s) and/or minor by the end of sophomore year. When considering a double major or minor, students should be aware that the degree requirements may exceed 128 credits and possibly affect their financial aid. Those who have questions about specific majors, double majors, or minor possibilities, or who require help in making this decision should consult their adviser at the Stern Office of Academic Advising or the respective undergraduate faculty adviser or minor department.

Students make a formal declaration of a major or minor by completing a Selection of Major and/or Minor Declaration form. The forms are available at the Stern Office of Academic Advising or on the Stern Undergraduate College advising web site at stern.nyu.edu/uc/advising. (See also page 21 for major and minor options).

Double-Counting of Stern Course Work

Stern students are not permitted to count Stern course work toward more than one requirement. For instance, students majoring in finance and international business may count International Financial Management (see page 64 for course description) either as an advanced finance elective or as an international business requirement—it cannot count toward both majors. This applies to all Stern courses and majors. Students are encouraged to meet with an academic adviser to see how this policy might impact their planned academic progress.

Stern Credit Limits

With the exception of accounting and finance majors, students may take no more than 18 credits of advanced course work in any Stern department, excluding introductory courses. CPA accounting majors may take no more than the requirements needed to complete the degree. Finance majors may take no more than 15 credits of advanced finance course work. All course work transferred into Stern is counted within these limits. Stern students studying abroad through NYU Study Abroad programs are not permitted to take more than two Stern courses while abroad. Students studying abroad through IBEX are not held to this limit.

Proficiency Examinations

Writing Proficiency Examination

Students must receive credit for V40.0100, Writing the Essay, and C40.0125, Business and Its Publics: Inquiry and Discourse (or for qualified international students, V40.0004, International Writing Workshop I, and V40.0009, International Writing Workshop II). In addition, all students must demonstrate proficiency in expository writing, which is satisfied through achieving a minimum grade of C in V40.0100, Writing the Essay, or V40.0004, International Writing Workshop I.

Internal transfer students from other NYU divisions should have satisfied the proficiency requirement by achieving a minimum grade of C in a corresponding writing course completed through their previous division.

External transfer students who receive credit toward both semesters of expository writing must complete a proficiency examination administered by the Expository Writing Center in May, August, and December.

In order to graduate, all students must receive a passing score on the writing proficiency examination. Any student who fails the test must instead register for V40.0013, Writing Tutorial (4 credits) for graduation, which is offered on a pass/fail basis only. Any student who fails this course must repeat it until a passing grade is earned. The course is also available for other students as space permits. In particular, the tutorial course provides intensive individual writing lessons. For more information, contact the Expository Writing Center, 411 Lafayette Street, 3rd Floor; 212-998-8860; nyu.edu/cas/ewp.

Transfer Business Proficiency Examinations

All transfer credits received in each of the following subjects are designated as elective only, pending completion of a multiple-choice proficiency examination in the subject: marketing, finance, and statistics. If the student obtains a passing score, the credit is redistributed to fulfill the appropriate requirement in the degree program (C55.0001, Introduction to Marketing; C15.0002, Foundations of Financial Markets; or C22.0001, Statistics for Business Control). Students may take these examinations only once. If the student fails the proficiency examination, the transfer course remains as elective credit and the student must satisfy the introductory requirement at Stern. Only students with introductory courses in these subjects from a previous institution are eligible for proficiency examinations (except for students with scores of 4 or 5 on the AP examination in statistics). All proficiency examinations are administered by the Stern Office of Academic Advising. Students wishing to take any of these examinations must do so by the end of the first six weeks of the fall semester.

Residency Requirements

All degree candidates are subject to the following residency requirement: students, excluding those authorized to participate in an approved study abroad program, must complete at least 64 consecutive credits of course work in residence at the Undergraduate College of the Stern School of Business immediately preceding the date of graduation.

The full-time program should be completed in four years and must be completed within five consecutive calendar years (10 academic semesters); this includes semesters taken at previous institutions. Failure to do so may result in academic dismissal.

Note: Nontransfer students are allowed to transfer in a maximum of 32 credits from the following: Advanced Placement Examinations, the International Baccalaureate Program, the results of certain foreign certificate examinations, and college credit earned prior to matriculation at NYU. These credits can be applied to the degree requirements at any time during a student's undergraduate career. Transfer students can transfer in a maximum of 64 credits from their prior institution(s).

Non-NYU Course Work:

Students enrolled for degree programs at New York University are expected to take their courses, including summer sessions, at New York University. Exceptions will be considered on a case-by-case basis and must be preapproved by the Stern Office of Academic Advising. Course work taken outside of NYU must comply with the NYU residency requirements.

Leave of Absence or Complete Withdrawal from All Courses

Leaves of absence are approved for medical, financial, or personal reasons. Students may request in advance a leave of absence from the Stern Undergraduate College for a period of up to two semesters in their career. The typical period for a leave is one semester, but students may request a second semester as well. To request a leave of absence, students must meet with their academic adviser to discuss not only the reason for the leave, but also the ensuing ramifications and possible alternatives to taking a leave. Once approved, a Leave of Absence Form must be filed and students must complete the NYU Semester Withdrawal Form on the Office of the University Registrar's Web site (nyu.edu/registrar/withdrawal).

Students should be aware of the following:

- Students may request a leave of absence from the Stern Undergraduate College for a maximum period of up to two semesters in their career.
- Students absent for more than two consecutive semesters must apply for readmission to the Stern Undergraduate College with no guarantees of acceptance.
- International students whose home countries require students to perform two years of military service will not need to apply for readmission to NYU and Stern after a leave of absence for military service, provided that they meet the following conditions: (1) they are on leave for just four regular (e.g., fall and spring) semesters and (2) they send written proof of their military service during that time and an honorable discharge (and any necessary English translations provided by accredited third-party translators). Students who take a leave of absence for a military-related reason who fail to meet these conditions must apply for readmission with no guarantee of acceptance.
- Leaves are not granted after the ninth week of the term except for compelling personal or medical reasons.
- Refund percentages are based on the Office of the Bursar's schedule of refunds and are not granted after the third week of the term.
- Students who request a leave of absence for two consecutive semesters are required to meet with their adviser upon their return to Stern.
- Medical leaves require supporting documentation from the Student Health Center or Counseling and Behavioral Health Services.
- Students returning from medical leave may require clearance from the Student Health Center or Counseling and Behavioral Health Services prior to enrolling for classes.
- Students are responsible for financial aid renewal applications and deadlines while on leave.
- No credit will be awarded for domestic or international classes taken while on a leave of absence.
- Any student on an unofficial or unauthorized leave is required to apply for readmission.
- International students are instructed to meet with a counselor in the Office for International Students and Scholars (OISS) prior to taking a leave of absence to ensure that their visa status allows for a leave and to discuss visa and other immigration implications that might arise from a medical, personal, or financial

leave of absence.

Leave of Absence or Withdrawal After the Start of a Semester

Once a semester has begun, students enrolled in courses who want to (1) withdraw completely from all courses for the current semester, (2) withdraw completely from the University, or (3) take a leave of absence for the current semester must complete the NYU Semester Withdrawal Form on the Office of the University Registrar's Web site (www.nyu.edu/registrar/withdrawal). Students do not need to complete the NYU Semester Withdrawal Form if (1) they are dropping/adding individual classes, but will remain enrolled at NYU or (2) are notifying the Stern Office of Academic Advising about their intent to take a leave of absence or withdrawal from the University for a future semester.

The NYU Semester Withdrawal Form is a two-part form. After completing part one online, students must print part two of the form (if a printer is not available at the time, students may print part two at a later time from an automatically e-mailed attachment), complete it, and bring it to the Stern Office of Academic Advising within three days. A student's courses will not be dropped until part two has been received by the Stern Office of Academic Advising and processed. Students should also schedule an appointment with an academic adviser to discuss the leave or withdrawal and its potential ramifications.

Early Graduation

All students accepted to the Stern School of Business are admitted to a 4-year (8 academic semesters) program. While it is possible for students to complete course work in less time, it is not recommended. Students are encouraged to participate in the wide range of opportunities found at NYU, including clubs, sports, community service, and internships over the four-year period.

The possibility of early graduation is contingent upon the completion of all required course work. Completion of course work is subject to course availability and successful completion of all degree requirements. Students interested in early graduation are encouraged to discuss it with their adviser.

Internship Policy

Internships are a wonderful complement to classroom learning, but not a replacement. Additionally, the skills and talents that Stern students bring to their internships are certainly worth compensation. Therefore, it is the policy of the Stern Undergraduate College not to grant academic credit for internships. Furthermore, Stern does not authorize the signing of release of liability waivers pertaining to internships undertaken by Stern undergraduates.

Stern undergraduates may accept paid and/or unpaid internships; however, it is preferable that Stern students request compensation. International students should consult with OISS to ensure compliance with federal regulations. Scheduling conflicts with internships are not an acceptable excuse for failing to meet one's academic obligations including, but not limited to attending class, arriving to class on time, taking scheduled examinations, completing homework assignments, fulfilling group work obligations, and addressing registration issues.

Access to Academic Information

The Family Educational Rights and Privacy Act (FERPA) requires the permission of a student to release information from his or her education records to a third party (except in certain specified instances). A student's education record includes all documents maintained by the University in either hard copy or electronic format that contain personally identifiable information about the student. If a student wishes to consent to release information from their education records for the purpose of keeping a parent or other individual informed of their progress at NYU, they must complete the Consent to Share Student Information Form, which can be found in the Stern Office of Academic Advising or online at stern.nyu.edu/uc/advising under "Forms." Students have the right to revoke the permissions granted at any time by submitting a revocation letter to the Stern Office of Academic Advising. The waiver to share information with a third party will be in effect until the student submits such a letter. For more information on FERPA, please see nyu.edu/registrar/university-policies.

All-University Policies and Procedures

Enrollment Verification

Immediate enrollment verification can be requested via ALBERT for currently enrolled students. Students can also request verification of enrollment or graduation by submitting a signed letter with the following information: University ID number, current name and any name under which you attended NYU, current address, date of birth, school of the University attended, dates attended, date of graduation, and the full name and address of the person or institution to which the verification is being sent. Requests should be sent to the Office of the University Registrar, Enrollment and Graduation Verification, P.O. Box 910, New York, NY 10276-0910 or faxed to 212-995-4154.

Currently, the Office of the University Registrar is not accepting requests for certification by e-mail. Students should allow seven business days from the time the Office of the University Registrar receives their request. To confirm receipt of request, students can contact the registrar's office at 212-998-4280. For more information, visit nyu.edu/registrar/transcripts-certification/enrollment-verification.

Official Transcripts

Official copies of a student's University transcript can be requested when a stamped and sealed copy of University records is required. Requests for official transcripts require the signature of the student requesting the transcript. Currently, the office is not accepting requests for a transcript by e-mail.

A transcript may be requested by either (1) completing the online request form at nyu.edu/registrar/transcripts-certification and mailing/faxing the signature page (recommended method) or (2) writing a request letter (see below) and mailing/faxing the completed and signed letter. The fax number is 212-995-4154; the mailing address is New York University, Office of the University Registrar, Transcripts Department, P.O. Box 910, New York, NY 10276-0910. There is no charge for academic transcripts.

Writing a Request Letter:

A request letter must include all of the following information:

- University ID number
- Current name and any other name under which you attend/attended NYU
- Current address
- Date of birth
- School of the University you attend/attended and for which you are requesting the transcript
- Dates of attendance
- Date of graduation
- Full name and address of the person or institution to which the transcript is to be sent

There is no limit for the number of official transcripts that can be issued to a student. Students can indicate if they would like to forward their transcripts to their home address, but the office still requires the name and address of each institution.

Students who request transcripts through the online request form will receive e-mail confirmation upon receipt by the Office of the University Registrar. Unofficial transcripts are available on Albert. Students may contact the Office of the University Registrar at 212-998-4280 for further assistance.

Once a final examination period has begun, no transcript will be forwarded on behalf of any student currently enrolled in courses until all the student's final grades have been received and recorded. Notify the Office of the University Registrar immediately of any address changes. Students can access their grades at the end of each semester via Albert, NYU's Web-based registration and information system, which can be accessed via NYUHome at *home.nyu.edu*.

Arrears Policy

The University reserves the right to deny registration and withhold all information regarding the record of any student who is in arrears in the payment of tuition, fees, loans, or other charges (including charges for housing, dining, or other activities or services) for as long as any arrears remain.

Attendance and Religious Policy

Attendance is expected at all classroom sessions. The taking of attendance and attendance requirements are at the discretion of the individual instructor. In determining the student's official grade, the instructor may consider excessive absences.

New York University and the Stern School of Business, a nonsectarian institution, adhere to the general policy of including in its official calendar only certain legal holidays. However, it has also long been University policy that members of any religious group may, without penalty, absent themselves from classes to comply with their religious obligations. In 1988, the University Senate affirmed this policy and passed a resolution that elaborated on it as follows:

1. Students who anticipate being absent due to any religious observance should whenever possible notify faculty in advance of such absence.
2. Whenever feasible, examinations and assignment deadlines should not be

scheduled on religious holidays. Any student absent from class because of such beliefs shall not be penalized for any class, examination, or assignment deadline missed on that day or days.

3. If examinations or assignment deadlines are scheduled, any student who is unable to attend class because of religious beliefs shall be given the opportunity to make up that day(s).

4. No adverse prejudicial effects shall result to any student who avails himself/herself of the above provisions.

Final Examinations

Regular final examinations are given at the end of each semester. Examination dates are provided in the course directory book used for registration and on the Office of the University Registrar's web site (nyu.edu/registrar/registration/final-exam-schedules.html?ref=calhm). Final exam schedules are published at the beginning of each semester - it is incumbent upon students to take note of them and understand that there is no limit to the number of exams given on a certain day. A student may take a final examination for a given course only once. No credit is given for any course until a student successfully passes the final examination or its equivalent.

Diploma Application

Students may officially graduate in September, January, or May. The Commencement ceremony for all schools is held in May. To graduate in a specific semester, students must apply for graduation within the application deadline period indicated on the calendar. (Students may view the graduation deadlines calendar and general information about graduation on the Office of University Registrar's web page at nyu.edu/registrar/graduation.) It is recommended that students apply for graduation at the beginning of the semester in which they plan to complete all program requirements. Undergraduates who do not successfully complete all academic requirements by the end of the semester must reapply for graduation for the following cycle.

Dean's Exception

Students who must complete outstanding course work to meet their graduation requirements over the summer subsequent to the spring semester of their senior year are permitted to walk in the May graduation ceremonies with the rest of their class. In order to do so, they must meet with an academic adviser and complete a Dean's Exception Form that serves as a waiver to allow students to walk in the Commencement ceremonies prior to the completion of their degree requirements. The official graduation date of students who walk in May with a dean's exception and who complete their course work over the summer is September.

Veteran's Benefits

Various Department of Veterans Affairs programs provide educational benefits for spouses, sons, and daughters of deceased or permanently disabled veterans as well as for veterans and in-service personnel, subject to certain restrictions. Under most programs, the student pays tuition and fees at the time of registration but will receive a monthly allowance from Veterans Affairs.

Veterans with service-connected disabilities may qualify for educational benefits under Chapter 31. An applicant for this program is required to submit to the Department of Veterans Affairs a letter of acceptance from the college he or she wishes to attend. Upon meeting the requirements for the Department of Veterans Affairs, the applicant will be given an Authorization for Education (VA Form 22-1905), which must be presented to the Office of the University Registrar, 25 West Fourth Street, 1st Floor, before registering for course work. Veterans allowance checks are usually sent directly to veterans by the Department of Veterans Affairs. Veterans and eligible dependents should contact the Office of the University Registrar each term for which they desire Veterans Affairs certification of enrollment.

All veterans are expected to reach the objective (bachelor's or master's degree, doctorate, or certificate) authorized by Veterans Affairs with the minimum number of credits required. The Department of Veterans Affairs may not authorize allowance payments for credits that are in excess of scholastic requirements, that are taken for audit purposes only, or for which nonpunitive grades are received.

Applications and further information may be obtained from the student's regional office of the Department of Veterans Affairs. Additional guidance may be obtained from the Office of the University Registrar, 25 West Fourth Street, 1st Floor. Since interpretation of regulations governing veterans' benefits is subject to change, veterans should keep in touch with the Department of Veterans Affairs or with NYU's Office of the University Registrar.

University Policy on Patents

Students offered research opportunities are reminded that inventions arising from participation in such research are governed by the University's Statement of Policy on Patents, a copy of which may be found in the Faculty Handbook or obtained from the Office of the Dean.

New York University Weapons Policy

New York University strictly prohibits the possession of all weapons, as described in local, state, and federal statutes, that includes, but is not limited to firearms, knives, and explosives in and/or around any and all University facilities—academic, residential, or others. This prohibition extends to all buildings—whether owned, leased, or controlled by the University, regardless of whether the bearer or possessor is licensed to carry that weapon. The possession of any weapon has the potential of creating a dangerous situation for the bearer and others.

The only exceptions to this policy are duly authorized law enforcement personnel who are performing official federal, state, or local business and instances in which the bearer of the weapon is licensed by an appropriate licensing authority and has received written permission from the executive vice president of the University.

New York University Simulated Firearm Policy

New York University strictly prohibits simulated firearms in and/or around any and all University facilities—academic, residential, or other. This prohibition extends to all buildings—whether owned, leased, or controlled by the University. The possession of a simulated firearm has the potential of creating a dangerous situation for the bearer and

others.

The only exceptions to this policy are instances in which (1) the bearer is in possession of written permission from a dean, associate dean, assistant dean, or department head and (2) such possession or use of simulated firearms is directly connected to a University- or school-related event (e.g., play, film production). Whenever an approved simulated firearm is transported from one location to another, it must be placed in a secure container in such a manner that it cannot be observed. Storage of approved simulated firearms shall be the responsibility of the Department of Public Safety in a location designated by the vice president for public safety. Under no circumstances, other than at a public safety storage area, may approved simulated firearms be stored in any University owned, leased, or controlled facilities.

Immunization Requirements

New York State Public Health Law (NYS PHL) 2165 requires all students registering for six or more credits in a degree-granting program to provide immunization documentation for measles (rubeola), mumps, and rubella (German measles) prior to registration. Students born before January 1, 1957 are exempt. New students should complete the MMR section of the Student Health History form. Continuing students should complete and submit a Student Immunization Record Form. All forms are available on the New York University Student Health Center web site at nyu.edu/shc.

New York State Public Health Law (NYS PHL) 2167 requires that all students registered for six or more credits submit a Meningitis Response Form as formal confirmation of their decision as to whether or not to be immunized with the meningococcal (meningitis) vaccine. New students should complete the Meningitis Response section of the Student Health History form. Continuing students should complete and submit a Meningitis Response Form.

Failure to comply with state immunization laws will prevent NYU students from registering for classes. In addition to these requirements, the NYU Student Health Center recommends that students also consider hepatitis B and varicella immunizations. Students should discuss immunization options with their primary care provider.

SCHOLASTIC ACHIEVEMENT AND OTHER AWARDS

The NYU Stern School of Business recognizes students who attain academic and co-curricular excellence.

Dean's List

The Dean's List is compiled at the end of each semester. This is a list of matriculated Stern students who in that semester have maintained a grade point average of 3.6 or more in a program of studies of at least 12 graded credits (not including courses taken pass/fail). To be listed, a student must have been assigned no grades of incomplete or N.²⁶ GPAs are carried to two decimal places but are not rounded off. Only seniors in their last semester are given permission to enroll for fewer than 12 credits at Stern. If a program of only 8 to 11 credits per term is taken, the required average is 3.7.

Honor Key

Students named to the Dean's List for three consecutive terms during their first two years in residence at Stern (including summer sessions if enrolled for a minimum of 12 graded credits) are recognized with an Honor Key designation on their transcript. Students also receive a letter of recognition from the Office of the Dean.

Graduation with Honors

Distinguished academic achievement is recognized by awarding degrees with the following distinctions (based on cumulative GPA): summa cum laude is awarded to the top five percent of graduates, magna cum laude is awarded to the next ten percent of the class, and cum laude is awarded to the next fifteen percent of the class. The cutoffs in each category are determined by the combined GPA distribution from the preceding academic year, all graduation moments included.

Honors Program

Established in 2001, the Stern Honors Program invites an elite group of seniors to become intimately involved in graduate-level research. The program pairs students with research-oriented faculty members who partner with and advise participants throughout their yearlong thesis development. Additionally, students take part in an honors seminar with other program participants and may take graduate-level courses in areas of interest.

Selection Process

Each year, the Stern Honors Program invites top-ranked juniors to apply for admission into the program. Students are invited based on academic performance during their first three years of undergraduate education. Invited students must submit an application and be interviewed by two faculty members before selections are finalized.

Honors Program Structure

The Stern Honors Program includes three main components: an advanced elective

²⁶ Seniors in the Honors Program in the fall semester receive an "incomplete" for that semester's grade. However, participants in this program are eligible for Dean's List honors for the fall as long as they have a minimum 3.7 GPA in at least 8 graded credits

module composed of graduate courses; an honors seminar; and a thesis project based on independent research.

Graduate Courses

Students selected for the program can take up to six credits of graduate elective courses during their senior year. Faculty members from each department review course offerings and advise which options best fit the needs of each honor student.

*Honors Seminar*²⁷

The Honors Seminar is held weekly. Each session is conducted by chaired professors, research professors, faculty research fellows, and others who present on research developments in their area. These seminars provide students with an overview of timely research across all disciplines of business and its practical applications.

*Honors Thesis*²⁷

Each student formulates a thesis and performs his or her own original research under the guidance of a research faculty member. In addition to providing valuable insight into the thesis development process, faculty advisers act as mentors to the students. At the end of the academic year, students are required to submit and present their thesis to program peers.

Honorary Societies

Beta Gamma Sigma

The national honorary society of collegiate schools of business, Beta Gamma Sigma has 498 chapters throughout the world. It occupies a position in the field of business comparable to Phi Beta Kappa in the humanities. Membership in the society is open to juniors whose GPA places them in the upper seven percent of their class and to seniors whose GPA places them in the upper ten percent of their class. To be eligible for membership, a student must have completed at least 60 credits while matriculated at Stern for which he or she received a letter grade (a grade of pass is not acceptable). All courses that appear on the body of the Stern transcript and that fulfill the Stern academic program requirements are used in computing this grade point average. Students are notified of their eligibility to join Beta Gamma Sigma in the spring semester.

Student Awards and Prizes

The Stern School of Business recognizes and rewards students who attain academic excellence and achieve distinction in extracurricular activities. Awards and prizes are presented to those who have shown academic superiority, demonstrated leadership, and made exceptional contributions to the Stern School. Achievement in these areas is acknowledged both during students' academic tenure and at graduation. For specific information about these awards, please refer to the Stern Undergraduate College web site at stern.nyu.edu/uc/awards.

²⁷ Students in the program must enroll in the Stern Honors Program Seminar and the Stern Honors Program Thesis for both the fall and spring semesters.

STUDENT LIFE

Stern Student Life

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| <p>Stern Office of Student Life Tisch Hall, Suite 203 40 West Fourth Street 212-998-0277 <i>studentlife@stern.nyu.edu</i> <i>stern.nyu.edu/uc/studentlife</i></p> |
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The Office of Student Life is the community-building and leadership-development center of the Stern Undergraduate College. The student life experience at Stern is fostered through a range of cultural opportunities, cocurricular programs, and social activities as well as active involvement in School and University-wide organizations. The Stern Office of Student Life is committed to developing students' skills outside the classroom and organizing opportunities for them to get involved in community service, cultural enrichment, and professional development activities.

The office coordinates a wide variety of student programs, projects, ceremonies, and cocurricular activities to enhance Stern's undergraduate experience. Many activities relate to the curriculum, enhancing leadership skills and professional interests, while others are social. Opportunities also exist for participation in student government and the development of college policy.

Student Governance and Student Leadership Opportunities

Students play an important role in determining curriculum, programs of study, cocurricular offerings, discipline procedures, and University rules. Thus, it is vital that students are conscious of their responsibility to vote in all elections as well as their numerous options to participate in administrative decisions.

Student Council and Cohort Community Building Initiative

The Student Council is the representative governmental organization of the students of the Stern Undergraduate College. The council is composed of delegates from each class and seeks to improve the quality of student life at Stern. One of the chief functions of the council is to liaise among students, clubs, faculty, and administration. The Student Council is designed to be an open forum where students can exchange information, opinions, and ideas pertaining to the overall collegiate experience.

The council also organizes many social functions for Stern students to promote school spirit, unity, and camaraderie. In addition to spirit competitions, holiday festivals, and international celebrations, the council sponsors the annual Spring Semi-Formal and other major social events and excursions.

The Student Council also governs The Stern Cohort Communities, which provides students with a community of friends and a network of support from the day they begin at Stern. Every class is divided into ten cohorts of 50-60 students who connect for the first time at freshman orientation. Students take the Cohort Leadership Project in their first semester as a cohort and the connection continues throughout their four years,

as students have the opportunity to enjoy events both on and off campus with members of their cohort. Each cohort elects a Cohort Director yearly, who plans and implements various activities for their cohort. Cohort Directors attend meetings with both their class delegates, as well as with the Student Council Executive Board and are encouraged to participate in the weekly Student Council meetings.

The Student Council office is located in Tisch Hall, Room 304. It is staffed by council members, and students are encouraged to send e-mail to council@stern.nyu.edu. Students are also invited and welcome to attend the weekly council meetings.

Inter-club Council

The Inter-Club Council (ICC) is the governing and coordinating body for Stern clubs and organizations. It is composed of the officers of each of the clubs, as well as an executive board, which is the administrative body of the ICC. It manages and governs the process of creating new clubs and ensures that each upholds the School's standards. From the budget approved for the ICC, money is allocated to the organizations whose activities it regulates. The ICC promotes clubs on campus, sponsors social activities, and provides numerous opportunities for professional and leadership development.

Clubs of the College

For every major at Stern, there is a club that sponsors events and enables students to connect with professionals in their fields of interest. Additionally, several clubs bridge multiple majors, providing information and resources for professional interests that are not explored through the Stern curriculum. Club activities are determined by the membership and generally include guest speakers, films, trips, seminars, exhibits, and special events. Students may join as many clubs in the Stern Undergraduate College as they wish, and membership is not limited to their major area.

Stern's energetic and dynamic cocurricular clubs are a driving force in planning events around campus. In addition to the more than 20 Stern-specific clubs, NYU's Center for Student Activities, Leadership, and Service (see page 185) is home to over 400 student organizations that serve a wide array of interests across the University. Most undergraduate students are members or officers of one or many clubs. Participation in club activities gives students of all disciplines and backgrounds the opportunity to enrich the quality of their education. For full descriptions and a directory of web sites of all of the Stern clubs, please visit the Inter-Club Council's (ICC) web site at stern.campusgroups.com/icc.

ICC Clubs :

- Actuarial Society
- Alpha Kappa Psi
- Beta Alpha Psi
- Business and Politics Group
- Delta Sigma Pi
- Economic Honors Society
- Entrepreneurial Exchange Group
- Finance Society
- Information Systems Society

- International Business Association
- Investment Analysis Group
- Management Consulting Group
- Marketing Society
- Phi Chi Theta
- Pride Corp
- Professional Development Society
- Stern Accounting Society
- Stern Business and Law Association
- Stern Business Ethics Society
- Stern Cares
- Stern Health Care Group
- Stern Political Economy Exchange
- Stern Real Estate Group
- Stern Tisch Entertainment Business Association
- Undergraduate Stern Women in Business

Student Life Programs

Cohen Arts and Culture Experience (CACE)

Living in New York City, Stern students have the opportunity to take advantage of the city's unrivaled cultural offerings. Through the generous support of alumnus Jerry Cohen and his wife Adrienne, the Cohen Arts and Culture Experience offers every Stern student the opportunity to attend cultural events in New York City at greatly subsidized prices. Some of the programs students have attended include Broadway and off-Broadway shows, Yankees games, SoHo art gallery tours, and Jazz at Lincoln Center.

Stern Enrichment for Academic Development (SEAD)

SEAD is a student-managed organization dedicated to promoting excellence in academics and leadership while enhancing the overall undergraduate experience. The program fosters support and cultural enrichment for all students through innovative presentations, activities, and services. In particular, SEAD engages students of all races and ethnicities in its efforts to expand cultural awareness, while creating a supportive environment for underrepresented students. For more information, visit stern.nyu.edu/UC/CurrentStudents/StudentLife/Organizations/SEAD.

Stern Alumni Activities

Stern alumni are an integral part of the undergraduate experience. From their involvement with the Cohort Program to providing internships and full-time employment opportunities, students at Stern benefit from the strong alumni base in the New York City metropolitan area, around the country, and throughout the world. Stern's Office of Alumni Affairs and the Office of Student Life coordinate alumni programs. For more information, visit stern.nyu.edu/alumni.

University Activities and Services

Student Activities

Student Resource Center
Kimmel Center for University Life
60 Washington Square South, Suite 210
Telephone: 212-998-4411
E-mail: student.resource.center@nyu.edu
Web site: nyu.edu/src

Center for Student Activities, Leadership, and Service
Kimmel Center for University Life
60 Washington Square South, Suite 704
Telephone: 212-998-4700
E-mail: osa@nyu.edu
Web site: www.osa.nyu.edu

Program Board
Kimmel Center for University Life
60 Washington Square South, Suite 707
Telephone: 212-998-4984
E-mail: program.board@nyu.edu
Web site: www.osa.nyu.edu/pb

Fraternity and Sorority Life
Kimmel Center for University Life
60 Washington Square South, Suite 704
Telephone: 212-998-4710
E-mail: osa.fsl@nyu.edu

Ticket Central Box Office
Kimmel Center for University Life
60 Washington Square South, Suite 206
Box Office: 566 La Guardia Place (side entrance of Kimmel Center)
Telephone: 212-998-4941
Web site: nyu.edu/ticketcentral

Alumni Activities
Office for University Development and Alumni Relations
25 West Fourth Street, 4th Floor
Telephone: 212-998-6912
E-mail: alumni.info@nyu.edu
Web site: alumni.nyu.edu

Athletics
Department of Athletics, Intramurals, and Recreation
Jerome S. Coles Sports and Recreation Center
181 Mercer Street
Telephone: 212-998-2020

E-mail: *coles.sportscenter@nyu.edu*
Web site: *nyu.edu/athletics*

Palladium Athletic Facility
140 East 14th Street
Telephone: 212-992-8500
Web site: *nyu.edu/palladiumathleticfacility*

Bookstores

Main Bookstore
726 Broadway
Telephone: 212-998-4667
Web site: *bookstores.nyu.edu*

Computer Store
242 Greene Street
Telephone: 212-998-4672
E-mail: *computer.store@nyu.edu*
Web site: *bookstores.nyu.edu*

Career Services

Wasserman Center for Career Development
133 East 13th Street, 2nd Floor
Telephone: 212-998-4730
Fax: 212-995-3827
Web site: *nyu.edu/careerdevelopment*

Computer Services and Internet Resources

Information Technology Services (ITS)
10 Astor Place, 4th Floor (Client Services Center)
Telephone Help Line: 212-998-3333
Web site: *nyu.edu/its*

Counseling Services

Counseling and Behavioral Health Services (CBH)
726 Broadway, Suite 471
Telephone: 212-998-4780
E-mail: *university.counseling@nyu.edu*
Web site: *nyu.edu/counseling*

Dining

NYU Campus Dining Services
Telephone: 212-995-3030
Web site: *nyudining.com*

Disabilities, Services for Students with

Henry and Lucy Moses Center for Students with Disabilities
726 Broadway, 2nd Floor
Telephone: 212-998-4980 (voice and TTY)
Web site: nyu.edu/csd

Health

Wellness Exchange
726 Broadway, Suite 402
Telephone: 212-443-9999
Web: nyu.edu/999

Student Health Center (SHC)
726 Broadway, 3rd and 4th Floors
Telephone: 212-443-1000
Web site: nyu.edu/shc

Counseling (see Counseling Services, above)

Emergencies and After-Hours Crisis Response

For a life- or limb-threatening emergency, call 911. For a non-life-threatening emergency, call Urgent Care Services at SHC, 212-443-1111. When the SHC is closed, call the NYU Department of Public Safety, 212-998-2222.

For mental health emergencies, call the Wellness Exchange hotline at 212-443-9999 or the NYU Department of Public Safety at 212-998-2222 to be connected to a crisis response coordinator.

Immunizations
Telephone: 212-443-1199

Insurance
Telephone: 212-443-1020
E-mail: health.insurance@nyu.edu
Web site: nyu.edu/shc/about/insurance.html

Pharmacy Services
Telephone: 212-443-1050
Web site: nyu.edu/shc/medservices/pharmacy.html

Housing

Office of Residential Life and Housing Services
726 Broadway, 7th Floor
Telephone: 212-998-4600
Fax: 212-995-4099
Web site: nyu.edu/life/living-at-nyu/on-campus-living

International Students and Scholars

Office for International Students and Scholars (OISS)
561 La Guardia Place
Telephone: 212-998-4720
E-mail: *intl.students.scholars@nyu.edu*
Web site: *nyu.edu/oiss*

American Language Institute
48 Cooper Square, Room 200
Telephone: 212-998-7040
E-mail: *ali@nyu.edu*
Web site: *scps.nyu.edu/ali*

Lesbian, Gay, Bisexual, and Transgender Students

Office of Lesbian, Gay, Bisexual, and
Transgender Student Services
Kimmel Center for University Life
60 Washington Square South, Suite 602
Telephone: 212-998-4424
E-mail: *lgbt.office@nyu.edu*
Web site: *nyu.edu/lgbt*

Multicultural Education and Programs

Center for Multicultural Education and Programs (CMEP)
Kimmel Center for University Life
60 Washington Square South, Suite 806
Telephone: 212-998-4343
E-mail: *cmep@nyu.edu*
Web site: *cmep.nyu.edu*

Religious and Spiritual Resources

Catholic Center
371 Sixth Avenue/Avenue of the Americas
Telephone: 212-741-1274
Web site: *washingtonsquarecatholic.org*

Edgar M. Bronfman Center for Jewish Student Life–Hillel at NYU
7 East 10th Street
Telephone: 212-998-4123
Web site: *nyu.edu/bronfman*

Protestant Campus Ministries
Kimmel Center for University Life
60 Washington Square South, Room 207
Telephone: 212-998-4711

Hindu Students Council

Web site: nyu.edu/clubs/hsc

The Islamic Center
371 Sixth Avenue/Avenue of the Americas
Telephone: 212-998-4712
Web site: icnyu.org

Spiritual Diversity Network
Telephone: 212-998-4956
E-mail: spiritual.life@nyu.edu

For a complete list of student religious and spiritual clubs and organizations at NYU, visit www.osa.nyu.edu.

Safety on Campus
Department of Public Safety
14 Washington Place
Telephone: 212-998-2222; 212-998-2220 (TTY)
E-mail: public.safety@nyu.edu
Web site: nyu.edu/public.safety

Campus Safety

New York University's annual *Campus Security Report* includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by NYU, and on public property within or immediately adjacent to the campus. The report also includes institutional policies concerning campus security, such as policies concerning sexual assault, drugs, and alcohol. To obtain a copy of the current report, contact Thomas Grace Director of Community Standards, Compliance, and Planning, Office of the VP for Student Affairs, 212-998-4403, or Jay Zwicker, Assistant Director for Strategic Planning and Crime Prevention, 212-998-1451, or visit nyu.edu/public.safety/policies.

TRAVEL DIRECTIONS TO THE WASHINGTON SQUARE CAMPUS

For a map of New York University's Washington Square Campus, visit nyu.edu/map.

Lexington Avenue Subway

Local to Astor Place Station. Walk west on Astor Place to Broadway, then south on Broadway to Waverly Place, and west on Waverly Place to Washington Square.

Broadway Subway

Local to Eighth Street Station. Walk south on Broadway to Waverly Place, then west on Waverly Place to Washington Square.

Sixth or Eighth Avenue Subway

To West Fourth Street-Washington Square Station. Walk east on West Fourth Street or Waverly Place to Washington Square.

Seventh Avenue Subway

Local to Christopher Street-Sheridan Square Station. Walk east on West Fourth Street to Washington Square.

Port Authority Trans-Hudson (PATH)

To Ninth Street Station. Walk south on Avenue of the Americas (Sixth Avenue) to Waverly Place, then east to Washington Square.

Fifth Avenue Bus

Bus numbered 2, 3, or 5 to Eighth Street and University Place. Walk south to Washington Square. Bus numbered 1 to Broadway and Ninth Street. Walk south on Broadway to Waverly Place and west to Washington Square.

Eighth Street Crosstown Bus

Bus numbered 8 to University Place. Walk south to Washington Square.

Broadway Bus

Bus numbered 6 to Waverly Place. Walk west to Washington Square.

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New York University is an affirmative action/equal opportunity institution.