



NEW YORK UNIVERSITY BULLETIN



Leonard N. Stern School of Business
THE UNDERGRADUATE COLLEGE

2011-2013

NEW YORK UNIVERSITY BULLETIN
2011-2013



*Leonard N. Stern
School of Business
The Undergraduate College*

ANNOUNCEMENT FOR THE 112TH AND 113TH SESSIONS

*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). New York University Shanghai, the 19th school, is scheduled to open in 2013. 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.

FOUNDING DATES

- 1832
College of Arts and Science
cas.nyu.edu
- 1835
School of Law
law.nyu.edu
- 1841
School of Medicine
school.med.nyu.edu
- 1865
College of Dentistry
nyu.edu/dental
(including the College of Nursing [1947]
nyu.edu/nursing)
- 1886
Graduate School of Arts and Science
gsas.nyu.edu
- 1890
Steinhardt School of Culture, Education, and Human Development
steinhardt.nyu.edu
- 1900
Leonard N. Stern School of Business
stern.nyu.edu
- 1922
Institute of Fine Arts
nyu.edu/gsas/dept/fineart
- 1934
School of Continuing and Professional Studies
scps.nyu.edu
- 1934
Courant Institute of Mathematical Sciences
cims.nyu.edu
- 1938
Robert F. Wagner Graduate School of Public Service
wagner.nyu.edu
- 1960
Silver School of Social Work
nyu.edu/socialwork
- 1965
Tisch School of the Arts
tisch.nyu.edu
- 1972
Gallatin School of Individualized Study
nyu.edu/gallatin
- 1972
Liberal Studies Program
liberalstudies.nyu.edu
- 2006
Institute for the Study of the Ancient World
nyu.edu/isaw
- 1854
Polytechnic Institute of New York University
www.poly.edu
(affiliated 2008)
- 2010
New York University Abu Dhabi
nyuad.nyu.edu
- 2011
New York University Shanghai
(opening 2013)
nyu.edu/global/shanghai

NEW YORK UNIVERSITY
LIBRARIES

The Elmer Holmes Bobst Library, designed by Philip Johnson and Richard Foster, is the flagship of a six-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 website, library.nyu.edu, received 2.8 million visits in 2008-2009.

Bobst Library offers 28 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 exhibi-

tions 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 coursework 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, theatres, playgrounds, and prisons of the great 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; 215-662-5606). Individual undergraduate, graduate, and professional programs and schools are accredited by the appropriate specialized accrediting agent.

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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 its study. Yet, there were few universities in the country offering business degree programs. 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 and remains committed to providing 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 the 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.

College Administration

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www.stern.nyu.edu

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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 2011-2013

(All dates are inclusive)

2011

Labor Day: Holiday	Monday	September 5
Fall Classes Begin	Tuesday	September 6
No Classes Scheduled	Monday-Tuesday	October 10-11
Midterm Grades Deadline	Friday	October 4
Registration for Spring 2012 Semester Begins	Monday	November 14
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 Semester Exams	Monday-Friday	December 19-23
Winter Recess	Saturday-Saturday	December 24-January 21

2012

January Term	Tuesday-Saturday	January 3-21
Martin Luther King Day: Holiday	Monday	January 16
Spring Classes Begin	Monday	January 23
Presidents' Day: Holiday	Monday	February 20
Midterm Grades Deadline	Friday	March 9
Spring Recess	Monday-Saturday	March 12-17
Last Day of Classes	Monday	May 7
Reading Day	Tuesday	May 8
Spring Semester Exams	Wednesday-Tuesday	May 9-15
Commencement	Wednesday	May 16
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
Fall Classes Begin	Tuesday	September 4
Fall Break	Monday-Tuesday	October 15-16
Midterm Grades Deadline	Friday	October 19
Registration for Spring 2013 Semester Begins	Monday	November 12
Thanksgiving Recess	Thursday-Sunday	November 22-25
Legislative Day	Wednesday	December 12 (classes meet on a Thursday schedule)
Last Day of Classes	Friday	December 14
Reading Day	Saturday-Sunday	December 15-16
Fall Semester Exams	Monday-Friday	December 17-21
Winter Recess	Saturday-Saturday	December 22-January 26

January Term	Monday-Friday	January 7-25
Martin Luther King Day: Holiday	Monday	January 21
Spring Classes Begin	Monday	January 28
Presidents' Day: Holiday	Monday	February 18
Spring Recess	Monday-Friday	March 18-22
Last Day of Classes	Monday	May 13
Reading Day	Tuesday	May 14
Spring Semester Exams	Wednesday-Tuesday	May 15-21
Commencement	Thursday	May 23
2013 Summer Session I	Tuesday-Saturday	May 28-July 6
Memorial Day: Holiday	Monday	May 27
2013 Summer Session II	Monday-Saturday	July 8-August 17
Independence Day: Holiday	Thursday	July 4
Labor Day: Holiday	Monday	September 2
Fall Classes Begin	Tuesday	September 3
Fall Break	Monday-Tuesday	October 14-15
Midterm Grades Deadline	Friday	October 18
Registration for Spring 2014 Semester Begins	Monday	November 18
Thanksgiving Recess	Thursday-Sunday	November 28-December 1
Legislative Day	Wednesday	December 11 (classes meet on a Monday schedule)
Last Day of Classes	Friday	December 13
Reading Day	Saturday-Sunday	December 14-15
Fall Semester Exams	Monday-Friday	December 16-20
Winter Recess	Saturday-Saturday	December 21-January 25

Additional Important Calendar Dates:

1. For refund schedule, see *Refund Period Schedule* in the Tuition, Fees and Financial Aid section on page 76.
2. For registration and drop/add schedules, consult the Stern Office of Academic Advising, Tisch Hall, Suite 616, 40 West Fourth Street; 212-998-4020.



Bachelor of Science Degree Business Program

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 global perspectives, social responsibility, and professional ethics, as well as communication and interpersonal skills.

The program gives 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. Stu-

dents 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 or the Tisch School of the Arts. 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.

At Stern, students are strongly encouraged to take advantage of the global study opportunities available to them through NYU's extensive network of global academic centers, and through Stern's own exchange partnerships with top business schools around the world. The Undergraduate College also offers a B.S. in Business and Political Economy, which features a cutting edge curriculum that includes course work in business, politics, and economics along with three semesters of integrated international study. For more information, see the BPE program section on page 17.

An Integrated Four-Year Curriculum



The Liberal Arts Core (5 courses)

1. Mathematics
 - Calculus I or higher
2. Expository Writing Program:
 - Writing the Essay or Commerce and Culture
 - Business and Its Publics: Discourse and Business and Its Publics: Plenary and Inquiry
3. Foundations of Contemporary Culture:
 - Texts and Ideas
 - Cultures and Contexts
4. 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

Business Core (9 courses)

The Business core is the curricular foundation of the Business Program at Stern. As part of this core, students are required to take the “key tools” courses that serve as the essential building blocks of any business concentration.

In addition to these, students are offered a menu of six functional courses from which they must choose at least four to serve as the basis for their selected concentration(s).

Business Tools (4 courses)

- Cohort Leadership Project
- Microeconomics
- Statistics
- Principles of Financial Accounting

Functional Business Core (6 courses)

Students may choose four of the following six courses; however, students are encouraged to take all six to gain a more solid foundation in business fundamentals, which can help them make better informed decisions about which Stern concentration(s) to pursue:

- Managerial Accounting
- Foundations of Finance
- Information Technology in Business & Society
- Introduction to Marketing
- Management & Organizations
- Operations Management

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:

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

Global Business Core (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 satisfy the two-course Global Business core. 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 experi-

ence the culture firsthand and to meet with the executives of a major corporation based in that country.

University Electives (44 Units)

Additional elective course work in liberal arts or business studies completes a student's degree requirements. Stern students are required to take at least 44 elective units, depending on their concentration of study.^{*} The elective requirement allows students to pursue a second Stern concentration, a specialization at Stern, or a 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 units while studying abroad.

To complete their elective requirements, students may take courses in the Stern School (no more than 24 total units in Stern course work can be used to fulfill required electives); the College of Arts and Science (-UA); the Steinhardt School of Culture, Education, and Human Development (-UE); the Tisch School of the Arts (-UT); the Wagner Graduate School of Public Service (-GP); and the Gallatin School of Individualized Studies (-UG). Students do not receive credit for elective courses taken through the School of Continuing and Professional Studies.

CONCENTRATIONS, MINORS, AND SPECIALIZATIONS

Every student at Stern must select one of the business areas as a concentration. Concentrations, 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 Academic Advising to determine exact course sequence and selection of electives. In addition to their Stern concentration, students may declare two other formally recognized designations: a second Stern concentration; a minor or major 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 cross-school 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 are included on the formal NYU Stern record. Of the three

designations permitted, only a maximum of two concentrations can be declared. However, students may also pursue a specialization in Stern in addition to two concentrations and one minor.

Stern concentration areas include

- Accounting (CPA B.S./M.S. or General Accounting)
- Actuarial Science
- Economics
- Finance
- Global Business (must be taken in conjunction with another concentration)
- Information Systems
- Management and Organizations
- Marketing
- Statistics

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. Consult the Stern and CAS web sites for more specific information.

Specializations at Stern

These specializations may be completed in addition to a Stern concentration 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 are

- 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)

^{*} Students are encouraged to work with an academic adviser and consult a curriculum worksheet to determine their specific elective requirements. Curriculum worksheets can be obtained from the Stern Office of Academic Advising or downloaded from the Stern Undergraduate College web site at stern.nyu.edu/uc/academicforms.

- 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. 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

Mathematics (4 Units)

Students are required to take MATH-UA 121, Calculus I, or a higher-level mathematics.

Calculus I

MATH-UA 121 4 units.
*Prerequisite: MATH-UA 9 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 SAT II Mathematics score of 750 or higher; or passing placement examination.**

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.

Expository Writing (8 Units)

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 EXPOS-UA100, Writing the Essay, during their first year. International students for whom English is a second language may be eligible to satisfy the EWP requirement by completing the two semester

CONCENTRATION	INDICATOR	LOCATION	PAGE
Accounting	ACCT-UB	KMC ¹ 10-180	21
Economics	ECON-UB	KMC 7-160	25
Finance	FINC-UB	KMC 9-190	31
Global Business	N/A	N/A	35
Information Systems	INFO-UB	KMC 8-190	37
Management and Organizations	MGMT-UB	KMC 7-150	40
Marketing	MKTG-UB	Tisch ² 8th & 9th floors	43
Statistics and Actuarial Science	STAT-UB	KMC 8-160	47

¹ KMC—Henry Kaufman Management Center, 44 West Fourth Street
² Tisch Hall—40 West Fourth Street

sequence, EXPOS-UA 4–EXPOS-UA 9, 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, WRI-UF 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

EXPOS-UA 100 4 units.
Required of all Stern 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: Plenary and Inquiry

SOIM-UB 1 1 unit.
Prerequisite: EXPOS-UA 100 or equivalent.
 This is a required course for all Stern freshmen. 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 while Inquiry sessions offer complementary and contrasting viewpoints by raising these issues in the context of real-life predicaments. The course introduces students to the role of the corporation, the many interconnections among business and other societal actors, and the expanded role that

companies play in society. Business is viewed as a societal institution that is dependent on other societal institutions while also shaping those institutions. This raises issues about the appropriate role of businesses and actions of those within business organizations, which is used as a vehicle for developing students' critical thinking skills. This course considers the questions and challenges leaders face throughout their careers and works to develop a philosophy of business, management, and stewardship that will guide students' day-to-day decision making for years to come.

Business and Its Publics: Discourse

SOIM-UB 125 3 units.
Prerequisite: EXPOS-UA 100 or equivalent.
 The Business and its Publics Discourse class sessions follow the Plenary and Inquiry and links to the key issues and topics discussed in both. The course gives students the opportunity to engage in critical thinking and analytical reasoning through writing as well as class discussion. Students develop the ability to articulate and defend their own personal perspective about the relation between business and society by writing a series of essays, maintaining weekly journals, and participating in classroom exercises about this subject. The Discourse sequence gives students the opportunity to select issues, conduct research, evaluate and document sources, and develop clear and well-supported written arguments.

Commerce and Culture

MULT-UB 100 4 units.
Prerequisite: 740 or higher on SAT-I Writing.
 This course explores representations

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

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
EXPOS-UA 4 4 units.

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

EXPOS-UA 9 4 units
Prerequisite: EXPOS-UA 4

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

WRI-UF 1001, 1002 4 units per term.
Completion of WRI-UG 1001 and WRI-UF1002 satisfies the Expository Writing requirement for students in the HEOP or C-Step program.

This course develops analytical think-

<i>BACHELOR OF SCIENCE DEGREE PROGRAMS¹</i>	
Program	HEGIS Code²
Accounting-Dual Degree Program	0502
Business	0501
Business and Political Economy	2204

¹ Registered by the New York State Education Department, Office of Higher Education, nysed.gov, 518- 474-3852.
² Higher Education General Information Survey.

ing 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 Units)

Students are required to take two courses: MAP-UA04XX, Texts and Ideas, and MAP-UA 05XX, Cultures and Contexts.

Texts and Ideas

MAP-UA 04XX 4 units.
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

MAP-UA05XX 4 units.
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 Units)*

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

* Students interested in pursuing a pre-health curriculum are encouraged to refer to page 79 for proper sequencing of Natural Science coursework.

credit (for information on AP credit, refer to the chart on page 74 in the Admissions section). Full course descriptions for the classes below can be found at nyu.edu/cas.

Department of Anthropology:

Human Evolution
ANTH-UA 2 4 units.
Lecture and laboratory.

Department of Biology:

Human Biology
BIOL-UA 6 4 units.

Principles of Biology I

BIOL-UA 11 4 units.
Lecture and laboratory.

Department of Chemistry:

Introduction to Modern Chemistry
CHEM-UA 2 4 units.
Lecture and laboratory.

General Chemistry I

CHEM-UA 125 4 units.
Lecture and laboratory.

General Chemistry I Honors

CHEM-UA 127 4 units.
Lecture and laboratory.

Program in Environmental Studies:
Environmental Systems Science
ENVST-UA100 4 units.

Department of Physics:

The Universe: Its Nature and History
PHYS-UA 7 4 units.

Origins of Astronomy

PHYS-UA 8 4 units.

Sound and Music

PHYS-UA 10 4 units.

General Physics I

PHYS-UA 11 5 units.
Lecture and laboratory-recitation.

20th-Century Concepts of Space, Time, and Matter

PHYS-UA 20 4 units.

Department of Psychology:
Cognitive Neuroscience
PSYCH-UA 25 4 units.

Morse Academic Plan:

Natural Science I
MAP-UA 02XX 4 units.
Lecture and laboratory.

Natural Science II

MAP-UA 03XX 4 units.
Lecture and laboratory.

BUSINESS CORE

Business Tools (4 courses)

Cohort Leadership Project

MULT-UB 9 0 units.
Graded pass/fail.
Required for all freshmen.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Microeconomics

ECON-UB1 4 units.
Students may not apply advanced standing credit (AP, A-Levels, International Baccalaureate, etc.) to waive out of this requirement.
Prerequisite: MATH-UB121 or equivalent (AP Calculus AB/BC scores of 4 or 5).
Full course description can be found in the Department of Economics section (page 25).

Statistics for Business Control and Regression and Forecasting Models

STAT-UB103 6 units.
Prerequisite: MATH-UA121.
This course combines both Statistics for Business Control (4 units) and Regression and Forecasting Models (2 units) into a single 6-unit course. This 6-unit course is recommended.

or

Statistics for Business Control

STAT-UB 1 4 units.
Prerequisite: MATH-UB 121
Full course description can be found in the Department of Statistics section (page 47).

and

Regression and Forecasting Models

STAT-UB 3 2 units.
Prerequisite: STAT-UB 1 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 47).

Principles of Financial Accounting

ACCT-UB 1 4 units.
Full course description can be found in the Department of Accounting section (page 21).

FUNCTIONAL BUSINESS CORE (6 COURSES – STUDENTS MUST CHOOSE AT LEAST 4)

Principles of Managerial Accounting

ACCT-UB 4 4 units.
Full course description can be found in the Department of Accounting section (page 21).

Foundations of Finance

FINC-UB 2 4 units.
Full course description can be found in the Department of Finance section (page 31).

Information Technology in Business and Society

INFO-UB 1 4 units.
Full course description can be found in the Information Systems section (page 37).

Introduction to Marketing

MKTG-UB 1 4 units.
Full course description can be found in the Department of Marketing section (page 43).

Management and Organizations

MGMT-UB 1 4 units.
Full course description can be found in the Department of Management section (page 40).

Operations Management

OPMG-UB 1 4 units.
Prerequisites: STAT-UB 103 (or STAT-UB 1 and STAT-UB 3), and sophomore standing.

This course gives 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.

SOCIAL IMPACT CORE

Business and Its Publics: Plenary and Inquiry

SOIM-UB 1 1 unit.
Full course description can be found in the Expository Writing section (page 13).

Business and Its Publics: Discourse

SOIM-UB 125 3 units.
Full course description can be found in the Expository Writing section (page 13).

Organizational Communication and Its Social Context

SOIM-UB 65 4 units.

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

SOIM-UB 6 4 units.

Prerequisite: Junior standing.

This course builds on prior course work within the Social Impact Core curriculum by challenging students to think about legal systems and appreciate how they have evolved and continue to evolve in relation to business and society. The interaction between law and business is multidimensional involving social, political, ethical, and technological considerations. Students examine how key areas of business law influence the structure of domestic and international business relationships, while honing their analytical, communication, conflict resolution, and team problem-solving skills. Students learn how businesses play an active role in shaping the very laws that govern them through lobbying, public relations, and the media.

Professional Responsibility and Leadership

SOIM-UB 12 2 units.

Prerequisite: SOIM-UB 6 and Senior standing.

Professional Responsibility and Leadership is an interdisciplinary capstone course that builds on prior course work within the Social Impact Core curriculum as well as other course work both within Stern and other NYU colleges. In this discus-

sion seminar, students analyze the variety of ethical dilemmas that can arise in the course of business practice, frame these dilemmas in reference to the different values and principles that can inform decisions and guide action in such ambiguous situations, and gain experience making decisions and defending courses of action that are coherent with their own values.

**GLOBAL BUSINESS CORE
(2 COURSES)****Economics of Global Business**

ECON-UB 11 4 units.

Full course description can be found in the Department of Economics section (page 25).

International Studies Program

MGMT-UB 11 4 units.

Full course description can be found in the Department of Management section (page 40).



Bachelor of Science in Business and Political Economy

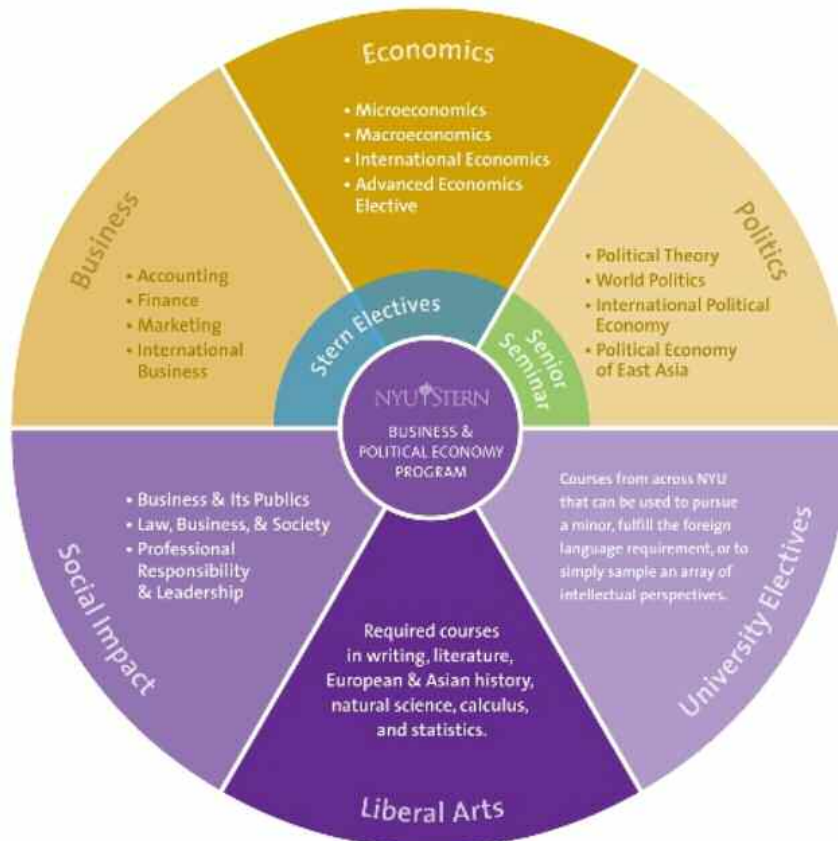
Stern's Bachelor of Science degree program in Business and Political Economy (BPE) is designed to prepare students for the increasingly complex global business environment by focusing on the intersection of markets, governments, laws, and cultures. The program features a groundbreaking curriculum that 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 Shanghai.

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 courses that bridge the relevant disciplines. Like students in the core Bachelor of Science in Business degree program, BPE students gain the essential elements of a business program and also take liberal arts courses designed to develop their critical thinking and communication skills. Students also

take courses in the Social Impact Core and choose electives of interest to broaden their intellectual experiences.

Prospective students must apply directly for the BPE program when applying to NYU for freshman admission; it is not possible to transfer into the program. For more information, visit stern.nyu.edu/UC/CurrentStudents/Academics/DegreePrograms/BPE.



The Liberal Arts Core (4 courses)

The cornerstone of the Stern curriculum is a solid grounding in the liberal arts and sciences. For students in the BPE program, the Liberal Arts Core includes four courses designed to hone critical quantitative skills, promote creative and logical thinking, and heighten cultural awareness, focusing on the regions in which students study abroad. The Liberal Arts Core includes courses in calculus, statistics, European and Asian history, and natural science. Courses include:

- Calculus I (or higher level mathematics course)
- Statistics
- Area Studies elective
- An approved departmental course in anthropology, biology, chemistry, environmental studies, physics, psychology, or Natural Science I or II in the Morse Academic Plan

Business Core (4 courses)

The Business Core provides an introduction to the key business disciplines of accounting, finance, and marketing, as well an introduction to global business. After completing these business

fundamentals, students choose additional business courses to complete the Stern elective requirements.

Courses include:

- Principles of Financial Accounting
- Foundations of Finance
- Introduction to Marketing
- International Business elective

Politics Core (4 courses)

The Politics Core introduces students to the study of politics through course work covering political theory, comparative politics, international relations, and political economy. Classes stress the challenges of globalization as well as focus on how politics, economics, and business interact at the international level. Courses include:

- Introduction to Economic and Political Thought
- World Politics
- International Political Economy
- Political Economy of East Asia

Economics Core (4 courses)

The Economics Core exposes students to the major concepts, tools, and debates of economics today, with a strong focus on global economic linkages and trends. Courses include:

- Microeconomics
- Macroeconomics
- International Economics
- Economics elective

Social Impact Core (3 courses)

The Social Impact Core is a sequence of courses 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. Coursework emphasizes writing, debate, and discussion. Courses include:

- Business and Its Publics
- Law, Business, and Society
- Professional Responsibility and Leadership

Capstone (1 course)

This course is the BPE senior seminar, a capstone experience that draws on all the business, politics, and economics coursework students have taken throughout their four years at Stern.

Cohort Leadership Project (1 course)

Full course description can be found in the Multidisciplinary Courses section (page 50).

University Electives (49 units)

Electives are courses used to complete a minor, fulfill the foreign language proficiency, or sample an array of intellectual perspectives. At least 12 units of electives must be from Stern (but no more than 16 units). Two courses should have an international focus (not inclusive of foreign language courses or courses required by a study abroad site). Students are required to take certain course work towards their elective area as part of the study abroad experience.

To complete their elective requirements, students may take courses in the Stern School (no more than 24 total units in Stern course work can be used to fulfill required electives); the College of Arts and Science (-UA); the Steinhardt School of Culture, Education, and Human Development (-UE); the Tisch School of the Arts (-UT); the Wagner Graduate School of Public Service (-GP); and the Gallatin School of Individualized Studies (-UG). Students do not receive credit for elective courses taken through the School of Continuing and Professional Studies.

Required courses taken in London and Shanghai include the following:

- Issues in Contemporary British Politics and Culture
- Introduction to Contemporary China
- Mandarin

A Second Major in the College of Arts and Science (CAS)

It may be possible for a student to complete a second major through CAS (except for Economics or Politics). Students interested in pursuing a major within CAS should meet with their academic adviser early on to ensure they can fulfill all the requirements. Consult the Stern and CAS web sites for more specific information.

Specializations at Stern

Stern offers two specializations that may be selected by BPE students:

- 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 are:

- 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 (*BPE students may not declare a minor in computer applications, Economics, or Politics. 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

Mathematics (4 Units)

Students are required to take MATH-UA 121, Calculus I, or a higher-level mathematics.

Calculus I MATH-UA 121 4 units.

Full course description can be found on page 13.

Statistics (6 units)

Students may choose to take the single course Statistics for Business Control and Regression and Forecasting Models, OR the two courses Statistics for Business Control and Regression and Forecasting Models. The combined, 6-unit course is recommended.

Statistics for Business Control and Regression and Forecasting Models

STAT-UB 103 6 units.

or

Statistics for Business Control

STAT-UB 1 4 units.

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

and

Regression and Forecasting Models

STAT-UB 3 2 units.

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

Area Studies elective (4 units)

Students are encouraged to learn more about the culture, history, and politics of the countries and regions they visit while abroad. They choose a course that focuses on one or more of these areas. Some examples of acceptable courses offered in the past include:

- Architecture in London: Field Study
- Writing London
- East European Government and Politics
- History of Modern China since 1840
- Global Media Seminar: Media in China
- Topics in Environmental Values & Society: Chinese Environmental Governance

Natural Science (4 units)

Students take an approved departmental course in anthropology, biology, chemistry, environmental science, physics, or psychology, or Natural Science I or II in the Morse Academic Plan. See pages 14-15 for specific information on the courses available to Stern students to meet this requirement.

BUSINESS CORE

Cohort Leadership Project

MULT-UB 9 0 units. Freshman fall.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Principles of Financial Accounting

ACCT-UB 1 4 units.

Full course description can be found in the Department of Accounting section (page 21).

Foundations of Finance

FINC-UB 2 4 units.

Full course description can be found in the Department of Finance section (page 31).

Introduction to Marketing

MKTG-UB 1 4 units.

Full course description can be found in the Department of Marketing section

(page 43).

International Business elective

To help students learn more about business in an international context, students are able to pick from courses such as International Financial Management, International Marketing Management, or Global Macroeconomic Issues to complete the Business Core.

POLITICS CORE

Introduction to Economic and Political Thought

BPEP-UB 1 4 units. Freshman fall.

This course explores political theory with an emphasis on modern theory and issues of political economy. The course has three main objectives. First, students are introduced to different theories of politics. Second, the course has a major writing component and is designed to improve students' writing abilities. Third, the course challenges students intellectually and asks them to analyze and debate ethical and moral issues created by different economic and political choices.

World Politics

BPEP-UB 9010 4 units.

Sophomore fall.

This course introduces the central concepts and methods for studying international politics, comparative politics, and international relations. It discusses how incentives, political institutions, and domestic politics shape interactions in the international arena, and gives students analytical tools as a means of evaluating political perspectives based on logic and evidence.

International Political Economy

BPEP-UB 9011 4 units.

Sophomore spring.

This course gives student an in-depth introduction to the interaction between politics and economics in the international system, with an emphasis on the application of economic theory to the sub-field of international political economy. It investigates the effects of international institutions on economic relations, the causes of cooperation and conflict in international trade and finance, and the effects of domestic and international politics.

Political Economy of East Asia

BPEP-UB 9042 4 units. Junior fall.

This course uses theories of trade, political economy, collective action, and sectoral analysis to examine the political economy of East Asia, specifically China. The three primary

objectives are to (1) understand the historical trajectory of China's development path; (2) consider in what ways and to what degree the growth experiences of East Asia's high-performing economies helped inform China's economic policymakers' decisions and shed light on the prospects for the long-term success of reforms in China; and (3) assess the state of China's contemporary political economy and the government's current role in generating or inhibiting economic activity.

ECONOMICS CORE

Microeconomics

ECON-UB 1 4 units. Freshman year.

Full course description can be found in the Department of Economics section (page 25).

Macroeconomics

BPEP-UB 2 4 units.

Freshman spring.

This course focuses on the economy as a whole (the "macroeconomy"), starting with the meaning and measurement of important macroeconomic data (such as unemployment, inflation, and output) and moving on to the basic theory of production and 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 role of the financial sector, the banking system, and the central bank (the Federal Reserve in the U.S.); and the government debt and sovereign insolvency. The course examines the role of government monetary and fiscal policies in the US and around the world.

International Economics

ECON-UA 9238 4 units.

Sophomore fall.

Prerequisites: ECON-UB 1 and BPEP-UB 2.

This course focuses on international trade in goods, services, and capital. Issues discussed include gains from trade and their distribution; analysis of protectionism; strategic trade barriers; the trade deficit; exchange rate determination; and government intervention in foreign exchange markets.

Economics Elective

Students build on the previous Economics courses by selecting an upper-division Economics course of their choice. See the Department of Economics section on page 25 for detailed information about available Economics courses within Stern and CAS.

SOCIAL IMPACT CORE

Business and Its Publics:

Plenary and Discourse

SOIM-UB 1 1 unit. Freshman spring.

Full course description can be found on page 13).

Business and Its Publics: Inquiry

SOIM-UB 125 3 units.

Freshman spring.

Full course description can be found on page 13).

Law, Business, and Society

SOIM-UB 6 4 units. Junior year.

Full course description can be found on page 16).

Professional Responsibility and Leadership

SOIM-UB 12 2 units. Senior fall.

Full course description can be found on page 16).

CAPSTONE

BPE Senior Seminar

BPEP-UB 8 4 units.

The seminar focuses on the major economic, business, and political challenges facing the world today. The emphasis in classroom discussions and projects is on exploring the nature of the challenges to prepare students for their future careers as leaders in business and government. Student seminar papers focus on a current issue of interest to the student as agreed upon by the instructor.



Accounting (ACCT-UB)

As of August 1, 2009, a student must complete 150 credit hours to become a certified public accountant (CPA) in New

York State. The full 150 required units 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 are below.

Programs of Study

GENERAL ACCOUNTING CONCENTRATION REQUIREMENTS (12 UNITS)

Financial Statement Analysis
ACCT-UB 3

Plus three accounting electives.

Students pursuing the general accounting concentration should consult with an 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 general accounting concentration. The Department of Accounting faculty adviser is available to advise on general accounting course selection or other matters general accounting students may wish to discuss.

General Accounting Concentration Elective Options
Managerial Accounting II
ACCT-UB 10

Financial Reporting and Analysis
ACCT-UB 21

Accounting for Mergers, Acquisitions and Related Matters
ACCT-UB 22

Financial Modeling and Analysis
ACCT-UB 23

Advanced Financial Analysis
ACCT-UB 30

International Accounting and Financial Statement Analysis
ACCT-UB 45

Entertainment Accounting
ACCT-UB 49

Taxation of Individuals
ACCT-UB 63

BACHELOR OF SCIENCE-MASTER IN ACCOUNTING DUAL-DEGREE PROGRAM REQUIREMENTS (37 UNITS)

Financial Statement Analysis
ACCT-UB 3

Any advanced finance course
FINC-UB XX

For course listings, see Department of Finance section (page 31).

Financial Statement Modeling
ACCT-GB 6200

Forensic Accounting and Financial Statement Fraud
ACCT-GB 6210

Financial Reporting and Disclosure
ACCT-GB 6302

Auditing
ACCT-GB 6313

Advanced Accounting Concepts
ACCT-GB 6330

Advanced Managerial Accounting
ACCT-GB 6331

International Reporting and Analysis
ACCT-GB 6335

Topics in Advanced Communication to Accounting
ACCT-GB 6205

Judgment and Decision-Making Accounting
ACCT-GB 6251

Conflict, Collaboration, and Negotiation
ACCT-GB 6259

Taxation of Individuals and Business Income
ACCT-GB 6302

Accounting for Financial Instruments
ACCT-GB 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 business and the Master of Science degree in accounting. The M.S. degree program requires 22 additional graduate units beyond the 128-unit B.S. requirements. Six of these graduate units may be taken while pursuing the undergraduate degree. Upon completion of the B.S. degree, students must complete a minimum of 16 units 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 is available to advise on CPA dual-degree course selection or other matters dual-degree students may wish to discuss.

CORE COURSES

Principles of Financial Accounting
 ACCT-UB 1 4 units. 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

ACCT-UB 4 4 units. Fall and spring.
Prerequisites: ACCT-UB 1 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
 ACCT-UB 3 3 units. Fall and spring.
Prerequisites: ACCT-UB 1 and sophomore standing.

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 students concentrating in accounting, it is highly recommended for those concentrating 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
 ACCT-UB 10 3 units.

Prerequisites: ACCT-UB 1 and junior standing. Not applicable to BS-MS Program.

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

Financial Reporting and Analysis
 ACCT-UB 21 3 units.

Prerequisites: ACCT-UB 3 and sophomore standing. Not applicable to BS-MS Program.

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 students concentrating in accounting, it is highly recommended for those concentrating in finance, economics, marketing, and information systems. The prerequisite for this course is ACCT-UB 3, Financial Statement Analysis. 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
 ACCT-UB 22 3 units.

Prerequisites: ACCT-UB 3 and junior standing. Not applicable to BS-MS Program.

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.

Financial Modeling and Analysis
 ACCT-UB 23 3 units.

Prerequisites: ACCT-UB 1 and FINC-UB 2. Not applicable to BS-MS Program.

Making educated decisions today by

forecasting operating and financial performance is a critical exercise for owners, managers, consultants, investment bankers, creditors, equity and credit analysts, as well as investors such as private equity groups, hedge funds, institutional investors, and individuals. Financial projections are rarely perfect as the future cannot be predicted, however this course endeavors to model several scenarios forecasted on historical and anticipated results to derive various conclusions. There are myriad variables that can be incorporated into projections, but the best financial model is always the one that is stable and robust, yet simple and easy to build, navigate, and audit. The goal of this course is to instruct step-by-step how to build a comprehensive, multi-purpose projection model in Excel and subsequently interpret selective operating, credit and equity valuation data. Based on this information, students learn how to evaluate a company's operating and financial performance; how to develop an appropriate capital structure by structuring debt and equity transactions which not only protect both the creditors and shareholders, but also create an appropriate risk and reward equilibrium; and how to formulate an educated investment opinion.

Advanced Financial Analysis
 ACCT-UB 30 3 units.

Prerequisite: ACCT-UB 3 and FINC-UB 2. Not applicable to BS-MS Program.

This course synthesizes financial statement analysis, corporate finance, and the valuation of stocks (i.e., investments). The content is advanced insofar that coursework in all three areas are prerequisites. There are two parts to the course. The first half is an intensive and solid review of the core knowledge in the three underlying areas, including the concepts of discount factors, alternative measures of income in accounting practice, concepts like enterprise cash flows and residual earnings, and the centrality of forward P/Es in equity valuation. The second part is dedicated to student presentation of actual cases in both oral and written form.

International Reporting and Financial Statement Analysis

ACCT-UB 45 3 units.
Prerequisite: ACCT-UB 3 and junior standing. Not applicable to BS-MS Program.

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

ACCT-49 2 units.

Prerequisites: ACCT-UB 1.

Not applicable to BS-MS Program.

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

ACCT-UB 63 3 units.

Prerequisite: ACCT-UB 1 and junior standing. Not applicable to BS-MS Program.

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

ACCT-GB 6200 2 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6210 2 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6302 3 units.

Prerequisite: ACCT-UB 3 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 students concentrating in accounting, it is highly recommended for those concentrating in finance, economics, marketing, and information systems. The course complements ACCT-UB 3, Financial Statement Analysis by providing a more extensive analysis of financial statements and their underlying finan-

cial 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

ACCT-GB 6313 3 units.

Prerequisite: ACCT-GB 6302 or ACCT-UB 21.

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

ACCT-GB 6330 3 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6331 3 units.

Prerequisite: ACCT-UB 2 and junior standing.

This course focuses on decision making in single- and multi-period environments where there are uncertainties and complex combinations of costs. It considers examples involving service and financial institutions and highlights current practices in performance management and evaluation.

International Reporting and Analysis

ACCT-GB 6335 3 units.

Prerequisites: ACCT-UB 3.

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 to Accountings

ACCT-GB 6205 2 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6251 2 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6259 2 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6302 3 units.

Prerequisite: ACCT-UB 1 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 units, and the alternative minimum tax system. While emphasis is on taxation of individual business income, the course also provides 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

ACCTG-GB 6317 3 units.

Prerequisite: ACCT-UB 3.

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

ACCT-GB 6336 3 units.

Prerequisite: ACCT-UB 3.

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

ACCT-UB 94, 98, 99 1-3 units.

Prerequisite: Permission of the undergraduate faculty adviser.



Economics (ECON-UB)

Programs of Study

Economics is a broad field that encompasses theory, policy, and applied interests. The Stern program allows students to select an approach to the study of economics that is most suitable to their personal aptitudes and interests. In addition to the Stern business economics concentration, there is a concentration in economic theory designed for students who are considering graduate study in economics. Each concentration is described below. In addition, students may choose to fulfill the College of Arts and Science (CAS) Department of Economics requirement for a major in Economics (either the policy or theory track), which includes the departmental honors program. Interested students should consult the CAS bulletin for details.

BUSINESS ECONOMICS CONCENTRATION REQUIREMENTS (12-15 UNITS)

A concentration 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 (ECON-UB 1) and Economics of Global Business (ECON-UB 11), a minimum of four upper-level courses, as outlined below, are to be taken at the Stern School economics department or from the designated lists of other Stern courses and CAS courses in Economics. At least two of the four courses taken to satisfy the concentration requirements must be taken in the Stern School.

Transfer students who have not completed ECON-UB 1 at Stern are required to take Intermediate Microeconomics (ECON-UB 10) or apply an equivalent course in Intermediate Microeconomics from their previous institution to meet concentration requirements in Business Economics. Intermediate

Microeconomics does not satisfy any of the concentration elective requirements.

Note: Many CAS electives require either Intermediate Macroeconomics (ECON-UA 12) or Intermediate Microeconomics (ECON-UA 10) as prerequisites; Microeconomics (ECON-UB 1) is accepted as a prerequisite in lieu of Intermediate Microeconomics (ECON-UA 10).

At least one of the courses must be taken from the following list:

Competitive Analysis

MULT-UB 15

Game Theory

MULT-UB 20

Intermediate Macroeconomics

ECON-UA 12

Time Series Tools for

Macroeconomics and Finance

ECON-UB 232

Macroeconomic Foundations for

Asset Prices

ECON-UB 233

Advanced Topics in Modern

Macroeconomics

ECON-UB 234

Students can fulfill the remaining elective course requirements by choosing courses from the following list, including any other courses from the list above.

Note: Students who also concentrate in finance or international business cannot double count any courses taken toward the completion of their business economics concentration toward their other concentration.

Any Stern Economics Elective Course

ECON-UB XX

Any CAS 200- or 300-level

Economics Courses*

ECON-UA 2XX or ECON-UA 3XX

(All prerequisites must be observed.)

Global Macroeconomic Issues

MULT-UB 230

Topics in Emerging Financial

Markets

FINC-UB 23

Behavioral Finance

FINC-UB 29

**Note: The following 200- and 300-level CAS economics courses are not open to Stern students: Money and Banking (ECON-UA 231), International Economics (ECON-UA 238), and Financial Economics (ECON-UA 368). Stern core business program students are not to take Economic Principles I or II (ECON-UA 1 or ECON-UA 2), Intermediate Microeconomics (ECON-UA 10), or Statistics (P) (ECON-UA 18).*

ECONOMIC THEORY CONCENTRATION REQUIREMENTS (30 UNITS)

The economic theory concentration is intended for the student who wishes 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 those pursuing careers or higher degrees in highly quantitative aspects of fields such as finance. Students are required to complete three semesters of calculus through Calculus III (MATH-UA 123) and are urged to talk to department advisers concerning additional recommended mathematics courses.

Students choosing the economics theory concentration should not take Microeconomics (ECON-UB 1) or Statistics for Business Control and Regression and Forecasting Models (STAT-UB 103). Instead, they should take Introduction to Economic Analysis ECON-UA 5, Mathematics for Economists ECON-UA 6, and Analytical Statistics ECON-UA 20. However, in many instances, students may have already taken ECON-UB 1 and/or STAT-UB 103 before they consider their choice of a concentration. Students who have already taken these courses and who have an inter-

est in the economic theory concentration should consult a Stern academic adviser to map out their curricular plan. Specifically, students who have taken ECON-UB 1 before deciding to pursue the economic theory concentration are not required to take ECON-UA 5. Because the economic theory concentration 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 concentration are listed following. Under certain circumstances, substitutions can be made with the prior approval of the Stern Economics department faculty adviser.

Introduction to Economic Analysis
ECON-UA 5

Mathematics for Economists
ECON-UA 6

Microeconomic Theory and Analysis
ECON-UA 11

Macroeconomic Theory and Analysis
ECON-UA 13

Analytical Statistics
ECON-UA 20

Introduction to Econometrics
ECON-UA 266

Plus one of the following courses from the frontiers of macroeconomics sequence:

Time Series Tools for Macroeconomics and Finance
ECON-UB 232

Macroeconomic Foundations for Asset Prices
ECON UB 233

Advanced Topics in Modern Macroeconomics
ECON-UB 234

Plus one Stern economics elective course (ECON-UB XX).

Choosing Between or Changing Economics Concentrations

Students who are unsure about which concentration 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 concentrations can be complex, especially when switching from the business economics to the economic theory area. Students should discuss such changes with an adviser and are urged to do so early in their Stern careers.

Courses

The list of courses below is divided into four sections: (I) Stern economics core courses; (II) Stern economics elective courses and other Stern courses that satisfy the requirements for the Stern economics concentrations; (III) CAS economics elective courses that satisfy the Stern concentration requirements; (IV) CAS economic theory courses.

(I) STERN ECONOMICS CORE COURSES

Microeconomics

ECON-UB 1 4 units. Fall and spring.
Prerequisite: MATH-UA 121 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

ECON-UB 11 4 units. Fall and spring.
Prerequisites: ECON-UB 1 and sophomore standing (or ECON-UA 2).
This course examines the forces driving 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. The second part of the course provides an overview of macro-

economic measurement and basic theoretical concepts of macroeconomics. 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 international flows of capital.

(II) ECONOMICS ELECTIVE COURSES

Economies in Transition

ECON-UB 231 3 units.
Prerequisite: ECON-UB 1, ECON-UB 11, and junior standing.

The collapse of the Soviet Union has been followed by the establishment of independent republics in Central and Eastern Europe and Asia that have replaced 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.

Independent Study in Economics

ECON-UB 94-99 1-3 units.
Prerequisite: Permission of the undergraduate faculty adviser.

Economics of Sex, Drugs, and Rock & Roll

ECON-UB 210 3 units.

Prerequisite: ECON-UB 1.

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

ECON-UB 211 3 units.
Prerequisites: ECON-UB 1, STAT-UB 1.
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.

Psychology and Economics

ECON-UB 213 3 units.
Prerequisite: ECON-UB 1.
The interface of psychology and economics has a long history. In the 19th century, classic economics texts by

the likes of Adam Smith, Alfred Marshall, and Francis Edgeworth contained psychological insight and did not insist that individuals were always rational or self-interested. In the 20th century, however, psychology and economics took different paths as psychologists used experiments to chart how people think and behave while economists turned to highly simplified models of individual agents as building blocks for theories of markets and strategic behavior. One view is that psychology emulated biology, accumulating carefully documented facts, while economics aspired to be like a physics of social life. This course explores the modern attempt to draw the disciplines back together, which is most commonly termed 'behavioral economics.' This body of research incorporates psychological regularities into economics while being formal and predictive.

Global Perspectives on Enterprise Systems

ECON-UB 220 3 units.

Prerequisite: ECON-UB 1.

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

ECON-UB 221 3 units.

Prerequisite: ECON-UB 11.

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 course examines the institutions that run macroeconomic and financial sector policy both in the United States and around the world. The course explains the functions of the central banks, including the Federal Reserve and the ECB and international financial organizations such as the IMF. International financial crises and sovereign debt crises are explored.

The East Asian Economy

ECON-UB 222 3 units.

Prerequisites: ECON-UB 1, ECON-UB 11 or equivalent.

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).

Social Enterprise & Economic Development: The Indian Context *ECON-UB 223 3 units. Open to juniors and seniors only.*

Prerequisites: ECON-UB1, ECON-UB 11 or equivalents.

This is a course on economic development and the role that private social enterprise (both for-profit and not-for-profit) can play in promoting development. The course has the three-fold goals of (1) introducing students to the academic discipline of human and economic development, and (2) focusing on the role of the private sector in promoting development through social enterprise while (3) utilizing the context of India – one of the oldest and longest living human civilizations. This course includes a one-week trip to India.

Business and the Environment

ECON-UB 225 3 units.

Prerequisite: ECON-UB 1.

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.

The following three courses constitute the frontiers of macroeconomics sequence. This sequence is designed to teach advanced quantitative skills to students interested in attending graduate school or in pursuing quantitative careers in economics or finance. Although some knowledge of calculus, linear algebra, and probability theory is expected, a willingness to engage in quantitative thinking is more important and the prerequisites are only the Stern Core Economics courses. If a student takes more than one of these courses, the courses may be taken in any order.

Time Series Tools for Macroeconomics and Finance

ECON-UB 232 3 units.

Prerequisite: ECON-UB 11, and sophomore standing.

Time series analysis provides the language for virtually all of modern macroeconomics and finance, whether in the academic world or industry. Two workhorses -- Markov chains and stochastic linear difference equations -- are tickets to nearly every key application. In this course, students develop these tools and apply them to a wide range of applications, including macroeconomic prediction, the term structure of interest rates, and the permanent income theory of consumption. The course conveys knowledge of both the theory and the computer skills needed to creatively implement the theory. Matlab, in particular, is used to bring to life the mathematical objects and statistics that compose the theory.

Macroeconomic Foundations for Asset Prices

ECON-UB 233 3 units.

Prerequisite: ECON-UB 11, and sophomore standing.

The term "business cycles" refers to the ups and downs of the aggregate economy: fluctuations, for example, in the growth rate of GDP. Curiously, prices of bonds, equity indexes, and options on equity indexes are closely related to these fluctuations. Students develop the tools needed to establish a statistical connection between business cycles and asset prices and a theoretical foundation for it. Numerical computations are used to develop the theory in realistic ways. The course gives students a deeper understanding of macroeconomic fluctuations and asset pricing and some experience programming with Matlab.

Advanced Topics in Modern Macroeconomics

ECON-UB 234 3 units.

Prerequisite: ECON-UB 11, and sophomore standing.

Much of modern macroeconomics is concerned with economic fluctuations (aggregate risk) and the role of markets and government policy in its allocation across individuals (individual risk). In this sense, the fields of macroeconomics and finance are closely intertwined. This course uses mathematical and statistical tools to throw a good light on some key issues: fiscal and monetary origins of the price level, interest rates, and the stock market intergenerational arrangements associated with social security and government debt origins of financial crises and government

policies to attenuate the models of unemployment, its duration and distribution across people of different skills. In addition to studying these tools, students are introduced to the method of dynamic programming, which is then used to shed light on a host of situations in which individuals face intertemporal trade-offs.

Other Stern and Business Economics Concentration Electives

Global Macroeconomic Issues

MULT-UB 230 3 units.

Prerequisite: ECON-UB 11.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Competitive Analysis

MULT-UB 15 3 units.

Prerequisite: ECON-UB 1 or ECON-UA 2.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Game Theory

MULT-UB 20 3 units.

Prerequisite: Sophomore Standing.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Topics in Emerging Financial Markets

FINC-UB 23 3 units.

Prerequisites: ECON-UB 11, FINC-UB 2.

Full course description can be found in the Department of Finance section (page 31).

Behavioral Finance

FINC-UB 29 3 units.

Prerequisite: FINC-UB 7.

Full course description can be found in the Department of Finance section (page 31).

(III) CAS ECONOMICS ELECTIVE COURSES

Intermediate Macroeconomics: Business Cycles and Stabilization Policy

ECON-UA 12 4 units.

Prerequisites: ECON-UB 11 and a course in calculus (MATH-UA 121 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. This course critically examines both the theories and the policies associated with them.

Economic History of the United States

ECON-UA 205 4 units.

Prerequisites: ECON-UB 1 and ECON-UB 11, or ECON-UA 5, 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

ECON-UA 207 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 5.

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

ECON-UA 227 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 5.

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

ECON-UA 233 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 5.

This course defines poverty and welfare. Students analyze 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

ECON-UA 252 4 units.

Prerequisites: ECON-UB 1 and ECON-UB 11, or ECON-UA 5.

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.

Industrial Organization

ECON-UA 316 4 units.

Prerequisite: ECON-UB 1.

Students who have taken Competitive Analysis (MULT-UB 15) 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 an overall survey of contemporary antitrust law and economics.

Economic Development

ECON-UA 323 4 units.

Prerequisites: ECON-UB 1, ECON-UB 11 and ECON-UA 12 or ECON-UA 11, and ECON-UA 13.

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

ECON-UA 324 4 units.

Prerequisites: ECON-UA 12 and ECON-UB 11.

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

ECON-UA 326 4 units.

Prerequisites: ECON-UB 1 or ECON-UA 11.

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

ECON-UA 340 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 11.

This 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

ECON-UA 351 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 11.

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

ECON-UA 353 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 11.

In alternate years, the course stresses policy implications and the development of the theory. It includes an 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

ECON-UA 355 4 units.

Prerequisite: ECON-UB 1.

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

ECON-UA 360 4 units.

Prerequisite: ECON-UB 1 or ECON-UA 11.

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.

Topics in Econometrics

ECON-UA 380 4 units.

Prerequisites: ECON-UB 1, ECON-UA 12, and STAT-UB 103.

This 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

ECON-UA 410 4 units.

Prerequisite: ECON-UB 1, ECON-UA 12, STAT-UB 103, and ECON-UA

380 or ECON-UA 13, and ECON-UA 266. This course is open only to CAS Economics honors students.

For a description of the honors program, see the CAS Bulletin.

Honors Thesis

ECON-UA 450 4 units.

Prerequisite: ECON-UA 410. This course is open only to CAS Economics honors students.

For a description of the honors program, see the CAS Bulletin.

(IV) ECONOMIC THEORY CONCENTRATION COURSES

Introduction to Economic Analysis

ECON-UA 5 4 units. Open to freshmen and sophomores only.

Prerequisite: MATH-UA 121.

Corequisite: MATH-UA 122.

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 concentration in their freshman year are encouraged to take this course in lieu of ECON-UB 1. If, however, a student takes ECON-UB 1 before deciding to concentrate in economic theory, then he or she is waived from this requirement.*

Mathematics for Economists

ECON-UA 6 4 units. Open to freshmen and sophomores only.

Prerequisite: ECON-UA 5. Corequisite: MATH-UA 123.

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

ECON-UA 20 4 units.

Prerequisite: MATH-UA 122.

Corequisites: ECON-UA 6, MATH-UA 123. Restrictions: This course is not open to any student who has taken ECON-UA 18; it is a more analytically-oriented course than ECON-UA 18.

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 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, (STAT-UB 103) or the combination of Statistics for Business Control (STAT-UB 1), and Regression and Forecasting Models (STAT-UB 3), 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

ECON-UA 11 4 units.

Prerequisites: ECON-UA 5, ECON-UA 6, ECON-UA 20, and MATH-UA 123, 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

ECON-UA 13 4 units.

Prerequisites: ECON-UA 5, ECON-UA 6, and MATH-UA 123.

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 ECON-UA 12.

Introduction to Econometrics

ECON-UA 266 4 units.

Prerequisites: ECON-UA 6 and ECON-UA-20

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.

Strategic Decision Theory

ECON-UA 310 4 units.

Prerequisite: ECON-UA 11.

Students who have taken Game Theory (MULT-UB 20) may not take this course.

This course is an introduction to non-cooperative 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.

Market Structure and Performance

ECON-UA 317 4 units.

Prerequisite: ECON-UA 11.

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.

Advanced Micro Theory

ECON-UA 365 4 units.

Prerequisite: ECON-UA 11.

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.



Finance (FINC-UB)

Program of Study

In general, finance can be divided into two subfields - corporate finance and investments/capital markets. The finance chart on page 34 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 (FINC-UB 2) followed by Corporate Finance (FINC-UB 7) also provides an excellent overview of these two areas in finance for students who are not pursuing this concentration.

Students concentrating in finance should consult with their adviser in the Stern Office of Academic Advising by the end of their sopho-

more year to ensure that course distribution requirements are being met and to formally declare the finance concentration. A Department of Finance undergraduate faculty adviser is always available to advise on finance course selection or other matters students may wish to discuss.

FINANCE CONCENTRATION PROGRAM REQUIREMENTS (12 UNITS)

Students who decide to concentrate in finance must take 12 units (the equivalent of four 3-unit courses) in finance in addition to the required core course, Foundations of Financial Markets (FINC-UB 2). These 12

units must include the following:

Corporate Finance FINC-UB 7

Plus 9 units from among the courses listed in the Advanced Courses section below.

No more than 18 units (the equivalent of six 3-unit courses) of finance courses, excluding the required core course, can be taken as part of a student's program of study.

Courses

CORE COURSE

Foundations of Finance

FINC-UB 2 4 units. Fall, spring, and summer.

Prerequisites: STAT-UB 103 or STAT-UB 1 and STAT-UB 3, or ECON-UA 18 or ECON-UA 19, ECON-UB 1 or ECON-UA 2 or ECON-UA 5, and sophomore standing. Corequisite: ACCT-UB 1.

This is a rigorous course developing 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 use of these markets by managers in different kinds of financial institutions to enhance return and manage risk.

REQUIRED COURSES FOR FINANCE CONCENTRATION

Corporate Finance

FINC-UB 7 3 units. Fall, spring, and summer.

Prerequisite: FINC-UB 2.

This course helps students develop an analytical framework for understanding how organizations make invest-

ment 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

FINC-UB 8 3 units.

Prerequisite: FINC-UB 7.

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 explore 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

FINC-UB 22 3 units.

Prerequisite: FINC-UB 2.

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

FINC-UB 23 3 units.

Prerequisites: FINC-UB 2, ECON-UB 11.

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

FINC-UB 26 3 units.

Prerequisite: FINC-UB 2.

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

FINC-UB 29 3 units.

Prerequisite: FINC-UB 7.

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 that raise capital in inefficient securities markets and/or are led by irrational managers.

International Financial Management

FINC-UB 30 3 units.

Prerequisites: FINC-UB 7 and ECON-UB 11.

This course examines the operation of international currency exchange and capital markets and applies financial management principles to the financial decisions of multinational corporations. It addresses such topics 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

FINC-UB 38 3 units.

Prerequisite: FINC-UB 2.

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 pricing the embedded call option in a mortgage, followed by real-world applications. Students explore 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

FINC-UB 39 3 units.

Prerequisite: FINC-UB 2. Corequisite: FINC-UB 7.

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

FINC-UB 41 3 units.

Prerequisite: FINC-UB 7.

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.

Microfinance

FINC-UB 42 3 units.

Prerequisite: FINC-UB 2.

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 course 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

FINC-UB 43 3 units.

Prerequisite: FINC-UB 2.

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 Banking

FINC-UB 45 3 units.

Prerequisite: FINC-UB 7.

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

FINC-UB 50 2 units.

Prerequisite: FINC-UB 7.

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 related to M&A 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, case analysis, 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

FINC-UB 61 3 units.

Prerequisite: FINC-UB 7.

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

FINC-UB 94-99 1-3 units.

Prerequisites: FINC-UB 7 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

Macroeconomic Foundations for Asset Prices

ECON-UB 233 3 units.

Prerequisite: ECON-UB 11.

Full course description can be found in the Department of Economics section (page 25).

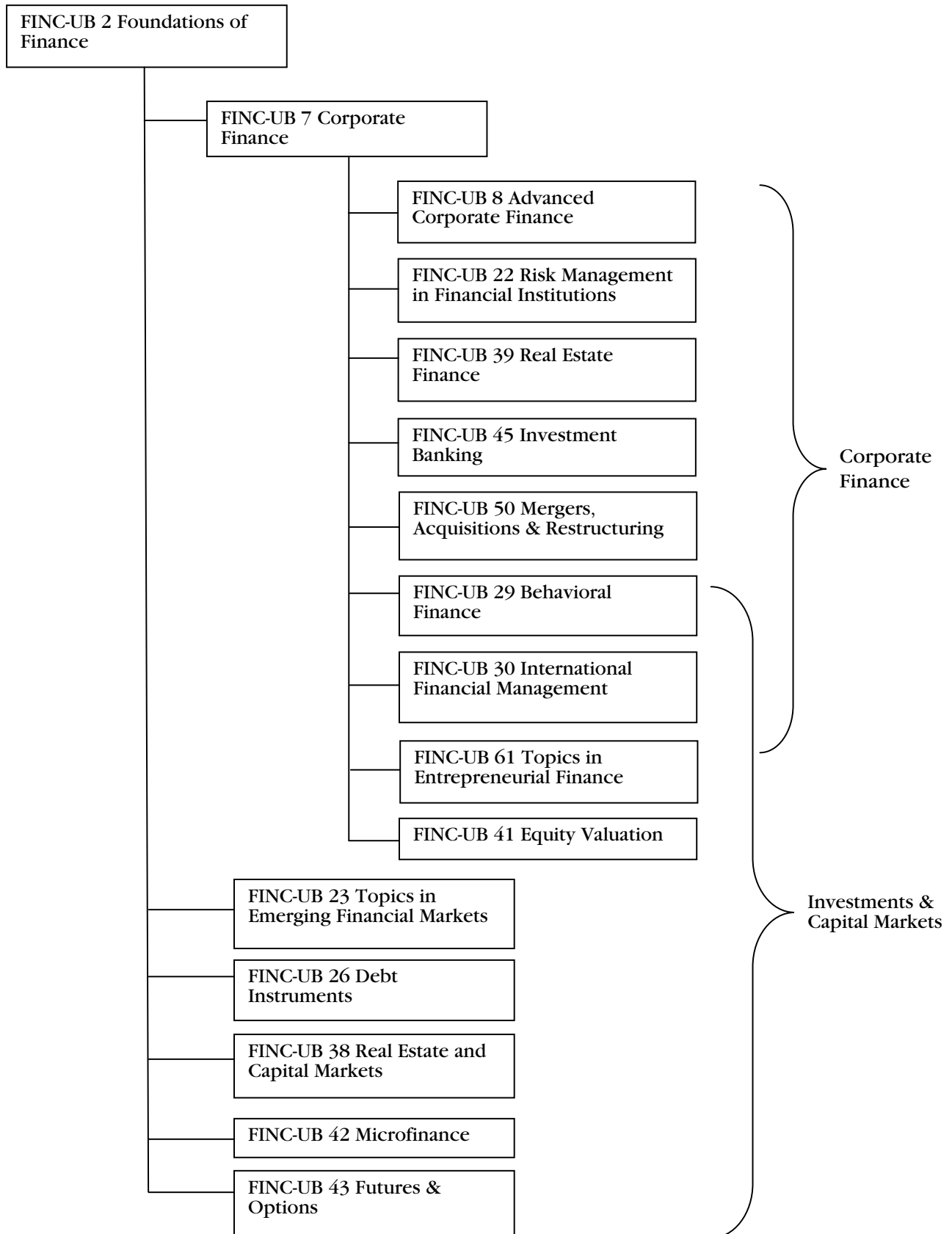
Global Macroeconomic Issues

MULT-UB 230 3 units.

Prerequisite: ECON-UB 11.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Finance Electives Chart





Global Business

Program of Study

Understanding the global nature of business activity remains a critical element of business education. With required courses in Economics of Global Business and the International Studies Program, the Stern Undergraduate College curriculum provides students with an excellent introduction to many of the basic principles of international business. Yet, the continued globalization of business suggests that many students can benefit by extending their study of international business beyond the required courses. The substantial global research interest of Stern faculty provides unparalleled opportunity for additional rigorous course work on international topics. The concentration is most effective when studied in conjunction with an additional Stern concentration. Therefore, students who wish to pursue the Global Business concentration must also complete an additional Stern concentration.

GLOBAL BUSINESS CONCENTRATION REQUIREMENTS (13-17 UNITS)

International Business Management
MGMT-UB 4

and at least one of the following:

International Financial Management
FINC-UB 30

International Marketing Management
MKTG-UB 64

International Reporting & Financial Statement Analysis
ACCT-UB 45

Global Perspectives on Enterprise Systems
ECON-UB 220

Plus two electives:

One additional Stern course chosen from the approved Global Business electives listed below (can be one of the above courses that was not selected to count towards the core of the concentration).

Recommended: One Global Business elective chosen from outside of Stern: e.g. foreign language through the College of Arts and Science (two semesters or one intensive semester), International or Comparative Politics, or Economics. Students may also select a Stern Global Business elective to satisfy this part of the elective requirements.

Note: A Stern elective course may satisfy only one concentration requirement (e.g., International Financial Management can count toward the Global Business concentration requirement OR as an advanced finance elective, but it cannot satisfy both requirements). Refer to page 85 in the Policies and Procedures of the College section of this bulletin for more information about the restrictions on double-counting Stern course work.

CORE COURSES

International Business Management
MGMT-UB 4 3 units.

Full course description can be found in the Department of Management section (page 40).

International Reporting & Financial Statement Analysis
ACCT-UB 45 3 units.

Full course description can be found in the Department of Accounting section (page 21).

International Financial Management
FINC-UB 30 3 units.

Full course description can be found in the Department of Finance section (page 31).

Global Perspectives on Enterprise Systems

ECON-UB 220 3 units.

Full course description can be found in the Department of Economics section (page 25).

International Marketing Management

MKTG-UB 64 3 units.

Full course description can be found in the Department of Marketing section (page 43).

Following is a list of Stern and non-business courses from other NYU schools that would satisfy the concentration elective requirements. Students may seek out additional courses for review by faculty on a case-by-case basis as to the applicability towards the concentration.

Social Enterprise & Economic Development: The Indian Context

ECON-UB 223 3 units.

Full course description can be found in the Department of Economics section (page 25).

Economics in Transition

ECON-UB 231 3 units.

Full course description can be found in the Department of Economics section (page 25).

The East Asian Economy

ECON-UB 222 3 units.

Full course description can be found in the Department of Economics section (page 25).

Topics in Emerging Financial Markets

FINC-UB 23 3 units.

Full course description can be found in the Department of Finance section (page 31).

Microfinance

FINC-UB 42 3 units.

Full course description can be found in the Department of Finance section (page 31).

Global Outsourcing

INFO-UB 70 3 units.

Full course description can be found in the Department of Information Systems section (page 37).

Globalization of the Entertainment Industry

MKTG-UB 46 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Global Macroeconomic Issues

MULT-UB 230 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

See the NYU CAS web site for detailed course descriptions and prerequisites for courses outside of Stern. Note that students may request a more exhaustive list of approved courses from the Undergraduate

Advising Office. Courses are reviewed for applicability towards the concentration on an on-going basis by faculty advisers.

Economic Development

ECON-UA 323 4 units.

Topics in the Global Economy

ECON-UA 324 4 units.

Comparative Politics

POLI-UA 500 4 units.



Information Systems (INFO-UB)

Program of Study

Information Technology permeates most modern business organizations, forming the foundation of how the organization conducts their business. Technology enables an organization to interact with its customers and suppliers in new and efficient ways. The advent of the worldwide web and, more recently, social media has dramatically increased the use of technology. New industries seem to be forming overnight based on rapidly changing technology. The Information Systems concentration provides students with an understanding of these technologies and their implications for business managers. Due to the rapidly changing nature of technology, new courses are often introduced. Check the Stern web site for the most recent list.

INFORMATION SYSTEMS CONCENTRATION REQUIREMENTS (12 UNITS)

Students who choose to pursue an information systems concentration must take four information systems electives in addition to the required core course, INFO-UB 1, 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 UNITS)

The Information Systems department offers different areas of study known as tracks, which are separate from the information systems academic concentration. They are designed for students who want or need some knowledge of technology to augment another concentration. An information systems track requires 9 units 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. Both the tracks and the courses toward the concentration 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 MULT-UB 35 (required for track)

Computational Approaches to Financial Engineering INFO-UB 55

Database Management Systems INFO-UB 46

Data Mining for Business Intelligence INFO-UB 57

Decision Models: Spreadsheets and Analytics MULT-UB 7

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 who wish to enter a career in consulting.

Social and Digital Media Analytics INFO-UB 38 (required for track)

Systems Analysis and Design INFO-UB 43

Database Management Systems INFO-UB 46

Data Mining for Business Intelligence INFO-UB 57

Decision Models: Spreadsheets and Analytics MULT-UB 7

Global Outsourcing INFO-UB 70

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.

Design and Development of Web and Mobile Apps INFO-UB 22

Fundamentals of Computer Systems INFO-UB 35 (required for track)

Electronic Communities INFO-UB 37

Social and Digital Media Analytics INFO-UB 38

Database Management Systems INFO-UB 46

Networks, Crowds and Markets INFO-UB 60

Search and the New Economy MULT-UB 36

FUNDAMENTAL COURSE

Information Technology in Business and Society

INFO-UB 1 4 units. Fall and spring.
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

Design and Development of Web and Mobile Apps (formerly Design and Development of Web Based Systems)

INFO-UB 22 3 units.
The internet has become the most common way to distribute applications to end users, whether they are web-based applications or mobile device-based applications. This course covers application development, from a web page to a web site, including mobile applications. Students have access to a cloud environment in which to experiment with their ideas. Custom servers can be built for individual projects, depending on the needs of the project. Access to the cloud remains available for eight months after the course has officially ended for those groups pursuing financing.

Fundamentals of Computer Systems

INFO-UB 35 3 units.
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. In this course, students understand the principles of writing structured programs and develop practical programming skills; 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; learn what it takes to

launch and manage IT projects; and 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 Communities

INFO-UB 37 3 units.
An electronic community is generally defined as a group of people organized online around a topic or issue. In this course, students are introduced to the landscape of online communities. Examples and case studies of online communities are discussed and analyzed to identify the characteristics of effective communities and methods for evaluation. Students review and interact with several online platforms and design/redesign an online community for a business client.

Social and Digital Media Analytics

INFO-UB 38 3 units.
Prerequisite: Sophomore standing.
The internet continues to revolutionize 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

INFO-UB 43 3 units.
Prerequisites: INFO-UB 1.
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 learned 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

INFO-UB 46 3 units.
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 or Oracle.

Computational Approaches to Financial Engineering

INFO-UB 55 3 units.
Prerequisites: STAT-UB 103 or STAT-UB 1 and FINC-UB 2.
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 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

INFO-UB 57 3 units.

This course teaches students how to structure and solve business problems using data-driven analysis and modeling. The course has three closely related goals: (1) to 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) to provide an analytical framework within which students can apply these data-mining techniques successfully to data-rich business problems; (3) to give students hands-on experience with 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 the Stern core courses. Prior experience with a programming language or with data mining is useful but not necessary.

Networks, Crowds and Markets
INFO-UB 60 3 units.

This is a course on how the social, technological, and natural worlds are connected, and how the study of networks sheds light on these connections. Topics include: social network structure and its effects on business and culture, crowdsourcing, games on graphs, the propagation through net-

works of information, fads and disease, small worlds, network effects and rich-get-richer phenomena, the power of networks for prediction, the power of the network for web search, networks and social revolutions, and the melding of economics, machine learning, and technology into new markets, such as prediction markets or markets for on-line advertisements.

Global Outsourcing

INFO-UB 70 3 units.

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

INFO-UB 94-99 1-3 units.

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 SYSTEM ELECTIVES**Decision Models: Spreadsheets and Analytics**

MULT-UB 7 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Decision Models

MULT-UB 16 3 units.

Prerequisites: OPMG-UB 1, MULT-UB 7. Full course description can be found in the Multidisciplinary Courses section (page 50).

Trading Strategies and Systems

MULT-UB 35 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Search and the New Economy

MULT-UB 36 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

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



Management and Organizations (MGMT-UB)

Program of Study

UNDERGRADUATE MANAGEMENT CONCENTRATIONS

The management course program helps students develop a repertoire of skills to anticipate, address, and resolve the central challenges of running organizations in the 21st century. Toward this end, different courses offered by the Department of Management and Organizations focus on diverse issues managers face in organizations and how to deal with these issues. Students examine ways in which people work as individuals, as team members, and as organizational members. They also examine how best to strategically align the resources of organizations with external opportunities to ensure sustained positive performance.

CAREER PREPARATION

All organizational careers involve the management of individuals and groups. The management program is thus designed to provide students

with the knowledge they need to be effective managers. Students learn to view the organization as a whole, to evaluate overall needs, and to define supporting objectives. They develop an outlook that enables them to perceive and anticipate developing needs for change.

As management always involves people, courses present the most recent theories concerned with human behavior along with current practices that affect and influence behavior in work organizations. The management course program complements the more specialized focus that necessarily characterizes courses in other functional areas. It helps students prepare and succeed in a managerial career that is based on but not limited to a functional specialization.

MANAGEMENT CONCENTRATION REQUIREMENTS (12 UNITS)

Students who decide to concentrate in management must take four courses (12 units) in advanced management

electives in addition to the required business core course Management and Organizational Analysis MGMT-UB 1. Some multidisciplinary (MULT-UB) courses have also been approved to count toward fulfilling management concentration requirements. Students pursuing a concentration 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 concentration. 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 Organizations
MGMT-UB 1 4 units. Fall and spring.
Prerequisite: Sophomore standing. Highly recommended for all sophomores.

This course helps students understand the elements that contribute to organizational success, as well as some of the common impediments to high performance. It focuses on how organizations position themselves for success within their external environment, and how they organize and motivate their people. More specifically, the course explores how organizational leaders develop winning strategies and then design their organization in a way that aligns structures, social relationships, tasks, human resource practices, and people to achieve those strategies. In exploring these issues, students identify the challenges that organizational leaders and managers encounter as they try to

make good decisions in the face of a constantly evolving industry environment, competing goals and agendas, and an increasingly diverse and global workforce.

International Studies Program
MGMT-UB 11 4 units. Spring.
Prerequisites: SOIM-UB 65, ECON-UB 11 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 (ECON-UB 11). 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 multina-

tional 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 ISP. This course cannot be taken to meet any elective requirements for the management concentration.

ADVANCED COURSES

International Business Management
MGMT-UB 4 3 units.
Prerequisites: MGMT-UB 1, ECON-UB 11, MGMT-UB 11.

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

MGMT-UB 7 3 units.

Prerequisite: MGMT-UB 1.

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 Organizations 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

MGMT-UB 8 3 units.

Prerequisite: MGMT-UB 1.

Technology, innovation, and entrepreneurship are some of the most frequently used terms in today’s business environment. More than ever, people are bombarded with products and technologies that are changing how they live and work (e.g. MP3, 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

MGMT-UB 18 3 units.

Prerequisite: MGMT-UB 1.

This course emphasizes the need to look outward to the environment and inward to a firm’s resources and capabilities and operating policies. It describes a firm’s strategy as the formulation of “competitive strategy”, “corporate strategy,” and “organizational strategy.” Competitive strategy involves identifying structurally attractive industries and developing the most attractive position within that industry - where attractiveness is driven by absolute conditions combined with the resources and capabilities the firm brings to that position. Businesses create value by operating in positions within industries that, by virtue of the characteristics of industry, the position, and the firm, are defensible from the encroachment of competitors and deterioration of the environment as a whole. Corporate strategy focuses on the management and understanding of multi-product, multi-location, and multi-business firms. Organizational strategy involves developing policies within each functional area of the business unit that are integrative and consistent with the firm’s plan for creating value.

Developing Managerial Skills

MGMT-UB 21 3 units.

Prerequisite: MGMT-UB 1.

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 Business Leadership

MGMT-UB 23 3 units.

Prerequisite: MGMT-UB 1.

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 business 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

MGMT-UB 25 3 units.

Prerequisite: MGMT-UB 1.

Recommended: MGMT-UB 7.

Recommended: Junior standing.

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, 70 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 pertinent 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

MGMT-UB 30 3 units.

Prerequisite: MGMT-UB 1.

Recommended: Junior standing.

Not Applicable towards BS/MS Accounting Program.

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. In this course, students study how people reach agreement and 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
MGMT-UB 35 3 units.

Prerequisite: MGMT-UB 1 and sophomore standing.

Small and Medium-size Enterprises (SMEs) constitute the vast majority of firms globally. More recently, many such firms have been based on new technologies such as the internet, biotechnology, and alternative energy. This course teaches students to apply concepts and tools to devise and implement strategies that enable businesses to make the leap from entrepreneurial ventures to successful, professionally managed SMEs. It addresses strategic and managerial challenges during the growth phase of SMEs and addresses questions including: (1) Why do some entrepreneurial ventures successfully transition to small, medium, and large-scale enterprises while others do not? (2) Do technology-based new ventures face unique challenges and how do their managers deal with them? (3) What are the challenges and opportunities of each growth stage? (4) How do firms successfully make the transition from each growth stage to the next? In the course, students adopt the perspective of the founder and/or top management of entrepreneurial small firms who are concerned with the overall visibility of their business. Students learn via

analysis and discussion, not via lectures, and a mix of readings, debates, cases, role-plays, and simulations are used. Students who have already studied some microeconomics, strategy, management, operations, information systems, marketing, accounting and finance are best prepared for this course, which is particularly useful for aspiring entrepreneurs, managers, consultants, investors, and analysts.

Patterns of Entrepreneurship

MGMT-UB 85 3 units.

Prerequisite: MGMT-UB 1 and sophomore standing.

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 studies are the principal teaching method, supplemented by lectures, business cases, and guest speakers. Students learn 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

MGMT-UB 94-99 1-3 units.

Prerequisite: Permission of the undergraduate faculty adviser. MGMT-UB 1.

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 MANAGEMENT ELECTIVES

Casing Method and Delivery

MULT-UB 5 2 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Decision Models: Spreadsheets and Analytics

MULT-UB 7 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Competitive Analysis

MULT-UB 15 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Decision Models

MULT-UB 16 3 units.

Prerequisites: OPMG-UB 1, MULT-UB 7.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Game Theory

MULT-UB 20 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Entrepreneurship for the New Economy

MULT-UB 40 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).



Marketing (MKTG-UB)

Program of Study

Marketing is the functional area that generates revenues for an organization. It is also the functional area that serves as an interface between the organization and its most valuable asset – the customer. At its broadest level, marketing is responsible for determining consumer needs, translating its needs into products and services the firm can offer, and effectively delivering and promoting those offerings to the marketplace. Marketing's activities are both strategic and tactical. At the strategic level, it bears primary responsibility for determining the product /market choices the firm makes based on analysis of demand, competition, economics, and the firm's unique ability to secure a competitively defensible position in the marketplace. At the tactical level, it plans for and implements such activities as marketing research, distribution, pricing, advertising, and sales promotion, which ensure the day-to-day success of the firm and its offerings in the marketplace.

The undergraduate concentration in marketing prepares students for all

the different aspects of the field. Students develop knowledge of the analytical tools needed to understand marketing problems as well as the necessary skills needed in solving the problems.

MARKETING CONCENTRATION REQUIREMENTS (12 UNITS)

Students who wish to concentrate in marketing must take 12 units of marketing courses in addition to the required Business Core course Introduction to Marketing (MKTG-UB 1). These 12 units include the following courses:

Consumer Behavior
MKTG-UB 2

Marketing Research
MKTG-UB 9

In addition to the above, students need to take 6 units of advanced marketing electives. Students may take marketing electives in any combination of 3-unit courses or 2-unit mini-courses.

Students pursuing 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 concentration. 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 concentration in marketing and statistics. Students interested in this area of study 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 47 for more information on the Statistics concentration.

Courses

CORE COURSE

Introduction to Marketing
MKTG-UB 1 4 units.

Prerequisite: Sophomore standing.

This course evaluates marketing as a system for the satisfaction of human wants and a catalyst of business activity. It presents a comprehensive framework that includes (1) researching and analyzing customers, company, competition, and the marketing environment; (2) identifying and targeting attractive segments with a strategic positioning; and (3) making product, pricing, communication, and distribution decisions. Cases and examples are utilized to develop problem-solving abilities.

FUNDAMENTAL COURSES

Consumer Behavior
MKTG-UB 2 3 units.

Prerequisites: MKTG-UB 1 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
MKTG-UB 9 3 units.

Prerequisites: MKTG-UB 1 and either STAT-UB 1 or STAT-UB 103, and sophomore standing.

This course provides 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. It also covers the analysis of techniques in 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
MKTG-UB 3 3 units.

Prerequisite: MKTG-UB 1.

This course provides students with a comprehensive framework and tools to understand the advertising process and to appreciate managerial and the-

oretical perspectives in advertising. It tackles 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 skill area fits into the overall structure of the advertising process. Coursework involves a comprehensive group project that utilizes learning in all functional areas of advertising, while simulating the development of an advertising campaign.

The Business of Publishing

MKTG-UB 19 2 units.

Prerequisite: Sophomore standing.

This course provides students with working knowledge of the publishing industry comprising newspapers, magazines, and books. It explores traditional business models and how disruptive forces including digitalization, consumer generated content, low barriers to entry, and changing media consumption patterns are reshaping the industry. By the end of the course, students understand the operations of media companies, and can speak to the opportunities and challenges facing the industry, engage in discussions on the economics, terms, and metrics, and explain emerging business models.

Film and Television Distribution and Finance

MKTG-UB 20 2 units.

This course is designed to give business and film students a basic understanding of how the production of feature, cable, and broadcast television films and series are financed. It explores the players who invest in production, the reasons why they invest, and how these investment transactions are accomplished. The basic elements of these transactions, such as copyright exploitation, distribution, and the flow of funds, are also covered. In addition, students examine real world transactions involving bank financing of feature films, distributor and producer co-productions and co-financings, cable television financings, and the funding of series for broadcast television.

Entertainment Finance

MKTG-UB 21 2 units.

Prerequisite: Junior standing.

This course provides a basic financial understanding of a variety of entertainment subcategories, including film, television, music, cable, and the

Internet. In addition to text materials, real life examples are presented and include vignettes ranging from blockbuster films, television commercials, and Internet successes and failures. Accounting and finance principles are also introduced and applied throughout the course.

Movie Marketing

MKTG-UB 22 2 units.

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. The concepts developed in the course are applied in a group project presentation.

Impact of Technology on Entertainment and Media

MKTG-UB 23 2 units.

Throughout the industry value chain, from content creation to distribution and consumption, technology has changed the way consumers view and use entertainment. Technology has also changed the advertising industry, which is a major source of revenue for the entertainment industry. This course explores the impact of technology, such as interactivity and VOD, on audience trends and fragmentation. The course provides a brief introduction to each of these industries and examines the impact that technology has had on them, including assessment of possibilities for the future.

The Business of Broadway

MKTG-UB 25 2 units.

This is a specialty marketing course that provides students with a framework for understanding the dynamics of Broadway and live theater. 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. The course examines funding, marketing, branding, product positioning, and the global distribution of live theatrical entertainment. It covers the history, venues, vocabulary, players, business and creative structures, budget development, supplementary revenue streams, successes and failures, relationship with the movie and music industries, the important figures and support systems that make the system work, global reach, and other topics.

Entertainment and Media Industries

MKTG-UB 40 2 units.

This course provides students with a framework for understanding the economics and key strategic 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. Recent developments in major sectors of the entertainment industry are covered, including movies, television and cable, theatre, and sports. Issues that cut across all types of entertainment industries are examined, including licensing, promotion, and new technologies.

Media Planning

MKTG-UB 41 2 units.

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, while considering 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

MKTG-UB 44 2 units.

This course covers the television industry, focusing on network television, cable, and satellite. It primarily surveys the American market and investigates new technology including digitization and HDTV, while providing some comparison with the international broadcast market. Students explore the organization, programming, and revenue strategies, as well as marketing innovations and competition in the newly configured broadcast landscape. Important legislations including the Telecommunications Act of 1996 are also examined. The recent volume of mergers and acquisitions in the broadcast industry are studied for their impact on the domestic entertainment landscape.

Social Media Marketing

MKTG-UB 45 2 units.

The course covers marketing, advertising, and communications strategies in the new media landscape where traditional media (e.g., television, print) and the online social media

(i.e., Web 2.0; e.g., online social networks, user-generated content, blogs, forums) co-exist. Students are expected to have knowledge about the fundamentals of traditional advertising methods and strategies. With this background knowledge, the primary focus of the course is on understanding social media, developing social media marketing strategies, and tracking their effectiveness. This course does not look at more tactical aspects of advertising/communications such as creative, message management, and publicity.

Globalization of the Entertainment Industry

MKTG-UB 46 2 units.

This course provides a framework for understanding the global expansion of media and entertainment companies. It looks into the impact on the U.S. economy due to the significant export growth of American leisure products and services. Students analyze several leading entertainment and media multinational companies, and examine the development of their businesses within the major world economic zones.

Sports Marketing

MKTG-UB 47 2 units.

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. The curriculum addresses corporate as well as sporting property use of sports marketing strategies to achieve business objectives. The course examines strategies that address critical business constituencies, consumers, trade factors, employees, and the financial community. Also covered are sports marketing within the context of special sporting event sponsorships, professional sports teams as well as governing organizations, sports media (broadcast, print, and Internet), licensing, and hospitality.

The Business of Producing

MKTG-UB 49 2 units.

This is a specialized EMT course that provides students with a framework for understanding the dynamics of producing (as a business profession), creating 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. The course explores 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

MKTG-UB 51 2 units.

This is a specialized EMT course, designed in coordination with the Tribeca Film Festival Board, that provides students with a framework for understanding the dynamics of the global film industry including the complete film production process from crafting the idea for a script, hiring or becoming a producer, financing the project, selling it to a studio or independent production company, building a team, production elements, post-production including music acquisition, and the selling or distribution to a global marketplace. The course includes learning about distribution and exhibition, marketing and building audience awareness, research applications, international licensing, and preparation for careers in the industry. Students attend and fully participate in the panels offered during the two week period of the Tribeca Film Festival.

Pricing Strategies

MKTG-UB 53 3 units.

Prerequisites: MKTG-UB 1.

This course provides students with the frameworks, techniques, and latest thinking on assessing and formulating pricing strategies. The emphasis is on (1) gaining a solid understanding of pricing practices across different industries, (2) learning state-of-the-art frameworks for analyzing pricing issues, and (3) mastering the tools and techniques for making strategic and profitable pricing decisions.

Data-Driven Decision Making

MKTG-UB 54 3 units.

Prerequisites: MKTG-UB 1.

With recent technological advances and developments in customer databases, firms have access to vast amounts of high-quality data which allows them to understand customer behavior, and customize business tactics to increasingly fine segments. However, much of the promise of such data-driven policies has failed to materialize because managers find it difficult to translate customer data into actionable policies. This course aims to fill this gap by providing students with the tools and techniques used in making business decisions. The emphasis of the class is on applications and interpretation of the results for use in making real life business decisions.

Brand Strategy

MKTG-UB 55 3 units.

Prerequisites: MKTG-UB 1 and two advanced marketing courses.

This marketing elective focuses on the three major activities common to the marketing planning process across firms and industries: (1) analysis of market information, (2) development of brand and marketing strategy, and (3) programming of the strategy and implementation of the marketing programs. The unifying framework for these activities is the annual marketing plan. Thus, the course simulates the product/brand/marketing manager's job through the development and implementation of a marketing plan for a particular good or service.

Digital Strategic Marketing

MKTG-UB 56 2 units.

This course covers the digital technology industry (e.g. consumer electronics, software) from a strategic and marketing perspective. The objectives are to understand how these industries function, the unique challenges they face, and how digital technology companies can leverage their strengths to achieve success in the marketplace. The focus is on understanding the interactions between competition, technology evolution, and firm capabilities.

New Product Development

MKTG-UB 60 3 units.

Prerequisites: MKTG-UB 1.

Maximizing the success of new products and services can drive growth and shareholder value, lead to significant competitive advantage, and leapfrog a company ahead of its competitors. However, innovation is risky and most new products fail in the marketplace. Thus, expertise in the design and marketing of new products is a critical skill for all managers, inside and outside the marketing department. This course focuses on the tools and techniques associated with analyzing market opportunities as well as on 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, strategic opportunity identification, how to generate new product concepts and ideas, mapping customer perceptions, segmentation, product positioning, forecasting market demand, product design, market entry strategies, and testing.

International Marketing Management

MKTG-UB 64 3 units.

Prerequisites: MKTG-UB 1.

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

Decision Making Strategy in Strategy and Management

MKTG-UB 65 3 units.

Prerequisite: MKTG-UB 1.

This course is intended for future marketing managers, industry analysts, and management consultants interested in developing and evaluating marketing and business strategies based on Nobel Prize-winning research on judgment and decision making. The purpose of this course is to inform future managers and consultants of people's decision rules and their associated biases and to enable these future managers and consultants to incorporate such insights in their business and marketing strategies.

The course has two facets. First, it gives students a broad overview of important results from various behavioral sciences (e.g., social and cognitive psychology, behavioral decision research, consumer research) that clarify how people really make decisions. Second, it investigates how these results can be leveraged to design original and more effective marketing and business strategies.

Marketing of Hi-Tech Products

MKTG-UB 70 3 units.

Prerequisite: MKTG-UB 1.

Large segments of consumer and business-to-business marketing are based on emerging technologies, which not only affect the computer and biotech industries, but are also important in other industries, such as financial services. This course helps students understand and address the issues and problems faced by marketing managers in the design, development, commercialization, and management of technology-based products. The course uses a combination of lectures, cases, and guest speakers.

Independent Study in Marketing

MKTG-UB 94-99 1-3 units.

Prerequisites: Senior standing, MKTG-UB 1, MKTG-UB 2, MKTG-UB 9, 6 additional units 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: Spreadsheets and Analytics**

MULT-UB 7 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Competitive Analysis

MULT-UB 15 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Decision Models

MULT-UB 16 3 units.

Prerequisites: OPMG-UB 1, MULT-UB 7.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Search and the New Economy

MULT-UB 36 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).



Statistics and Actuarial Science (STAT-UB)

Programs of Study

The two possible concentrations within this department are statistics and actuarial science. Students who wish to obtain a stronger background in statistics to complement their other concentration would select the statistics concentration. Students who are interested in pursuing an actuarial career would select the actuarial science concentration. For more information on both concentrations, students should consult the Department of Statistics and Actuarial Science undergraduate faculty adviser.

STATISTICS CONCENTRATION REQUIREMENTS (12 UNITS)

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

Students concentrating 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 concentration. The Department of Statistics and Actuarial Science undergraduate faculty adviser is always available to advise on statistics concentration course selection or other matters students pursuing statistics may wish to discuss.

Students interested in augmenting their studies of marketing research are encouraged to consider a double concentration in both marketing and statistics. Students who wish to choose this area of study 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.

To complete a statistics concentration, a student must take 12 units of statistics courses, which includes the following:

Regression and Multivariate Data Analysis*
STAT-UB 17

or

Statistical Inference and Regression Analysis†
STAT-UB 15

Plus any three of the following courses:

Regression and Multivariate Data Analysis*
STAT-UB 17 (if not already selected)

Forecasting of Time Series Data*
STAT-UB 18

Applied Stochastic Processes for Financial Models*
STAT-UB 8

Mathematics of Investment†
STAT-UB 27

Introduction to the Theory of Probability†
STAT-UB 14

Statistical Inference and Regression Analysis†
STAT-UB 15

Introduction to Stochastic Processes†
STAT-UB 21

Life Contingencies†
STAT-UB 37

Computational Approaches to Financial Engineering*
INFO-UB 55

Data Mining and Business Intelligence*
INFO-UB 57

Decision Models: Spreadsheets and Analytics*
MULT-UB 7

ACTUARIAL SCIENCE CONCENTRATION REQUIREMENTS (31 UNITS)

Students concentrating 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 concentration. The Department of 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 courses count as liberal arts electives.

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

Introduction to the Theory of Probability
STAT-UB 14

Mathematics of Investment
STAT-UB 27 9

Corporate Finance
FINC-UB 7

(This course from the Department of Finance covers topics that appear on the actuarial examinations. For full course description, refer to the Department of Finance section on page 31.)

Calculus I
MATH-UA 121

Calculus II
MATH-UA 122

Calculus III
MATH-UA 123

Linear Algebra
MATH-UA 140

Plus two of the following four courses
(Note: students are encouraged to take all four of these courses, although only two are required for the concentration.)

Statistical Inference and Regression Analysis
STAT-UB 15

OR

Regression and Multivariate Data Analysis
STAT-UB 17

(Note: STAT-UB 15 is preferred. STAT-UB 17 can be taken if STAT-UB 15 is not being offered that semester.)

Forecasting of Time Series Data
STAT-UB 18

Life Contingencies
STAT-UB 37

Introduction to Stochastic Processes
STAT-UB 21

* Courses that only require the Business Core at Stern.

† Courses that have additional mathematics and other prerequisite requirements.

CORE COURSE

Statistics for Business Control and Regression and Forecasting Models

STAT-UB 103 6 units.

Prerequisite: MATH-UA 121. *Note:* This course combines STAT-UB 1 and STAT-UB 3.

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 computers, 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.

Statistics for Business Control

STAT-UB 1 4 units.

This course is not to be taken by students who have taken STAT-UB 103.

Prerequisite: MATH-UA 121. 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 computers, these statistical methods are used to analyze data.

Regression and Forecasting Models

STAT-UB 3 2 units.

This course is not to be taken by students who have taken STAT-UB 103.

Prerequisite: STAT-UB 1 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

STAT-UB 8 3 units.

Prerequisite: STAT-UB 103 or STAT-UB 3.

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.

Introduction to the Theory of Probability

STAT-UB 14 3 units.

Prerequisites: MATH-UA 121 and MATH-UA 122; *also suggested* STAT-UB 103.

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

STAT-UB 15 3 units.

Prerequisites: MATH-UA 121, MATH-UA 122, MATH-UA 140, and STAT-UB 14.

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

STAT-UB 17 3 units.

Prerequisite: STAT-UB 103 or STAT-UB 3.

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

STAT-UB 18 3 units.

Prerequisite: STAT-UB 103 or STAT-UB 3.

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. It 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

STAT-UB 21 3 units.

Prerequisites: MATH-UA 121, MATH-UA 122, and STAT-UB 14.

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

STAT-UB 27 3 units.

Prerequisites: MATH-UA 121 and MATH-UA 122; *FINC-UB 2 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

STAT-UB 37 3 units.

Prerequisites: STAT-UB 14 and STAT-UB 27.

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. Applications to pension plans are discussed. The course covers an introduction to Markov Chains and Poisson Processes with application to risk management and insurance.

Actuarial Aspects in Financing Retirement

STAT-UB 40 4 units.

Prerequisite: FINC-UB 2.

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 (mostly 401(k)s and IRAs), considering why they are so popular with employer 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 employer, government, and family responsibilities are evolving.

Independent Study in Statistics, Operations Research, or Actuarial Science

STAT-UB 94-99 1-3 units.

Prerequisite: Permission of the undergraduate faculty adviser

Independent Study is 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 COURSES THAT CAN BE TAKEN AS ADVANCED STATISTICS ELECTIVES

Decision Models: Spreadsheets and Analytics

MULT-UB 7 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Computational Approaches to Financial Engineerings

INFO-UB 55 3 units.

Full course description can be found in the Department of Information Systems section (page 37).

Data Mining for Business Intelligence

INFO-UB 57 3 units.

Full course description can be found in the Department of Information Systems section (page 37).

Advanced Decision Models

MULT-UB 16 3 units.

Prerequisites: OPMG-UB 1, MULT-UB 7.

Full course description can be found in the Multidisciplinary Courses section (page 50).



Multidisciplinary Courses

Multidisciplinary courses may count toward multiple concentrations and/or are special-

ized classes that do not neatly fit into a given department. Past course offerings are listed below. Students are encouraged to research the multidis-

ciplinary courses offered each semester on the Stern web site and on Albert.

Cohort Leadership Project

MULT-UB 9 0 units. 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, life-long 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.

Casing Method and Delivery

MULT-UB 5 2 units.

Prerequisite: Sophomore standing.

Counts toward management concentration.

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 and 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: Spreadsheets and Analytics

MULT-UB 7 3 units.

Prerequisite: OPMG-UB 1, and sophomore standing.

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

This course introduces the 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, using the optimization solver, running Monte Carlo simulations) to recognize their assumptions and to employ them in decision making. Emphasis is placed on model formulation and interpretation of results, not mathematical theory. The course is hands-on and focuses on problem solving. While aimed at undergraduates with little prior exposure to modeling and quantitative analysis, it is appropriate for all students who wish to strengthen their quantitative skills.

Competitive Analysis

MULT-UB 15 3 units.

Prerequisite: ECON-UB 1 or ECON-UA 2, and sophomore standing.

Counts toward business economics, marketing, and management concentrations.

This course offers an economics

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

Advanced Decision Models

MULT-UB 16 3 units.

Prerequisites: OPMG-UB 1, MULT-UB 7.

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

This course is designed for students who have taken Decision Models (MULT-UB 7) and would like to develop further their quantitative modeling skills for managerial decision making. Students learn more advanced modeling tools including: static stochastic optimization, two-stage stochastic optimization with recourse, chance-constrained stochastic optimization, and dynamic programming. Students explore their applications in various business domains, such as marketing, finance, inventory management, revenue management, supply chain management, and project management, among others. Students learn how these models can be solved using Risk Solver Platform for Excel, a powerful tool for risk analysis, simulation, and optimization. The emphasis throughout the course is on model formulation, solution methods, and managerial interpretation of the results, rather than in the mathematical algorithms used to solve models.

Game Theory

MULT-UB 20 3 units.

Prerequisite: Sophomore standing.

Counts toward business economics and management concentrations.

This course introduces the basics of game theory. It focuses on fundamentals of game theory, covering basic concepts and techniques through a mix of lectures, exercises, and case discussions. Students also think about how the lessons learned may apply to other contexts, such as politics. The course 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.

Trading Strategies and Systems

MULT-UB 35 3 units.

Prerequisite: Sophomore standing.

Counts toward information systems concentration.

This course describes how equity and derivatives markets work and the commonly employed trading strategies used by professionals in these markets. The course 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

MULT-UB 36 3 units.

Prerequisite: INFO-UB 1, and sophomore standing.

Counts toward information systems and marketing concentrations.

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

MULT-UB 40 3 units.

Prerequisite: Sophomore standing.

Counts toward management concentration 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 its founders and investors. The 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 a presentation to its partners for funding.

Social Entrepreneurship

MULT-UB 41 3 units.

Counts toward 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 provides 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

MULT-UB 48 2 units.

Prerequisite: Sophomore standing.

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

Law inevitably touches all fields in some way, and mass media and entertainment is no exception. This course examines the inner workings of the entertainment business from a legal perspective. Major topics include contracts, torts (defamation and privacy), and intellectual property. It also focuses on the relationships between

various parties in the entertainment field (e.g., the artist, manager, agent, and so on), the protection of intellectual property interests, and various aspects of the recording industry (e.g., contracts and royalties). Ultimately, this course prepares students for general analysis of a wide variety of entertainment law issues. Dealing with more narrow topics, such as constitutional concerns or union representation, requires additional, specialized independent study. This class also helps students further develop their reasoning and communication skills.

Social Innovation Practicum

MULT-UB 70 3 units.

Prerequisite: Sophomore standing.

This course is designed to help students gain actionable insights into the nexus between economic and social value creation. Specifically, the course provides students with hands-on exposure to the entrepreneurial pursuit of social impact and innovation. Students gain: increased ability to recognize and critically assess various forms of social enterprise strategies as tools of economic development and social transformation; greater understanding of the challenges of growing and sustaining a social enterprise, as well as special insights into enterprise development and growth; improved consulting skills, including project planning, issue and stakeholder analysis, formulation of strategic and tactical recommendations, and client relationship management.

Entrepreneurship and Law in Practice

MULT-UB 86 2 units.

Prerequisite: MGMT-UB 85 only if a student wishes to count it as an elective toward the management concentration, and sophomore standing.

Counts toward entrepreneurship specialization.

At a general level, this is an introductory course covering all the main legal challenges in starting a new business or prosecuting and defending a legal case. For the aspiring entrepreneur, knowing the law is crucial; it will define what he can and cannot do and create, or bridge, pitfalls in the start-up process. Law interacts with entrepreneurship in two principal ways. First, legal structures shape organizational forms in entrepreneurship. Second, legal rules carry public policy implications for entrepreneurship in legislation, regulation, and the broad area of property rights and the efficiency of courts. To show these challenges and principles, assignments for the course include readings, case discussions, interaction

in presentation sessions as presenters and questioners, and the Entrepreneurial Startup or the LawGame projects. Both projects are simulations of reality for the entrepreneur and lawyer. By the end of the course, students successfully build the legal framework for their business and defend their premise before a mock panel of angel investors, or complete the full process of a lawsuit from client intake to defense or prosecution before a judge or jury.

Global Macroeconomic Issues

MULT-UB 230 3 units.

Prerequisite: ECON-UB 11, and sophomore standing.

Counts towards business economics, economic theory and finance concentrations.

This course introduces students to international macroeconomics and analyzes current international macroeconomics and financial issues, policies, and events, including current global economic conditions in the United States, Europe, and Asia and emerging market economies; interest rates, exchange rates, and asset prices in the global economy; causes and consequences of trade deficits and external imbalances; 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 United States, Europe, Japan, China, and emerging market economies are used to enhance knowledge of the world economy.

Launch!: Business Start-up Seminar

MULT-UB 301 3 units.

Prerequisite: Sophomore standing.

Counts toward the entrepreneurship specialization.

This course guides students through the thrilling ride that is the entrepreneurial startup process. Students explore the how-to's of identifying and evaluating opportunities, developing innovative business models, concept testing, gaining early customer feedback, and then rapidly iterating to better address market demand and meet competitor challenges. Emphasis is placed on completing a feasibility analysis that examines "will it fly?" and on creating a strategic plan for launching, operating, and financing their business, whether a web 2.0, traditional brick and mortar, for-profit, or social impact venture. Because of the Startup Seminar's broad focus on venture creation, the course is applicable to students wanting to explore viable "lifestyle" businesses and those envisioning launching high-growth, investable ventures. Through a combination of class discussions, guest speakers, peer collaboration, case studies, mentoring, and field trips "into the trenches", students come to better understand the challenges and issues commonly encountered during the startup process. Launch! culminates with all students presenting their strategic launch plans to an expert panel of investors and seasoned entrepreneurs.

Advanced Social Entrepreneurship

MULT-UB 66/UPADM-GP 266 4 units.

Prerequisite: Sophomore standing. Note that this is a cross-listed course with the Wagner School of Public Service.

Counts toward the social entrepreneurship minor.

This is an advanced seminar for students who have taken the introductory course on social entrepreneurship, or have focused on similar course work 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, course work 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.

Fundamentals of Social Entrepreneurship: Problem Solving and Integration

MULT-UB 65/UPADM-GP 265 4 units.

Prerequisite: Sophomore standing. Note that this is a cross-listed course with the Wagner School of Public Service.

Counts toward the social entrepreneurship minor.

The course highlights innovative case studies of success in restoring the environment, resolving conflicts, curing diseases, overcoming poverty, and addressing other problems of social injustice. During the term, each student develops an original blueprint for social innovation: a creative proposal for solving a societal problem.



Cross-School Minors

Advanced Mathematical Methods Minor with the College of Arts and Science

ADVANCED MATHEMATICAL METHODS MINOR REQUIREMENT (4 COURSES)

The Advanced Mathematical Methods minor provides students with mathematical tools to handle complex business problems. Most advanced mathematics courses offered in mathematics departments require as prerequisites a complete coverage of calculus up to and including calculus of several variables, as well as linear algebra. In today's business world, the most quantitatively demanding projects require not only this level of mathematics, but also a thorough grounding in probability and statistics. This joint minor between CAS and Stern serves these needs by requiring courses in mathematics and numerical methods offered within the Mathematics Department at CAS and courses in probability theory and statistical analysis offered within the Statistics and Actuarial Science Department at the Stern School of Business.

Students are required to take the following courses:

Linear Algebra
MATH-UA 140*

Introduction to the Theory of Probability
STAT-UB 14**

Numerical Analysis
MATH-UA 252

OR

Numerical Methods I
MATH-GA 2010

One course from the list of advanced courses following:

Statistical Inference and Regression Analysis
STAT-UB 15

Introduction to Stochastic Processes
STAT-UB 21

Ordinary Differential Equations
MATH-UA 262

Introduction to Stochastic Processes
STAT-UB 21

Ordinary Differential Equations
MATH-UA 262

Partial Differential Equations Processes
MATH-UA 263

Analysis I
MATH-UA 325

COURSES

Calculus III
MATH-UA 123 4 units.

Prerequisite: A grade of C or better in MATH-UA 122 or the equivalent.

Note that this course is not required for the minor, but is a prerequisite for the minor courses.

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
MATH-UA 140 4 units.

Prerequisite: A grade of C or better in MATH-UA 121 or the equivalent.

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

Introduction to the Theory of Probability

STAT-UB 14 3 units.

Prerequisites: MATH-UA 121 and MATH-UA 122; also suggested MATH-UA 103.

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

Statistical Inference and Regression Analysis

STAT-UB 15 3 units.

Prerequisites: MATH-UA 121, MATH-UA 122, MATH-UA 124,

and STAT-UB 14.

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

Introduction to Stochastic Processes

STAT-UB 21 3 units.

Prerequisites: MATH-UA 121, MATH-UA 122, and STAT-UB 14.

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
MATH-UA 252 4 units.

Prerequisites: MATH-UA 123 and MATH-UA 140 with a grade of C or better.

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

**Students who have the equivalent of MATH-UA 140 should substitute a more advanced course from the list.*

***All students must take at least one Stern course in order to meet minor requirements. If a student has completed the CAS version of Probability, STAT-UB 14 should not be taken. Select one of the following instead:*

Statistical Inference and Regression Analysis
STAT-UB 15

OR

Introduction to Stochastic Processes
STAT-UB 21

course gives an introduction to this subject for mathematics majors. Theory and practical examples using MATLAB are combined to study a range of topics ranging from simple root-finding procedures to differential equations and the finite element method.

Numerical Methods I

MATH-GA 2010 3 units.

Prerequisites: A good background in linear algebra, and experience with writing computer programs (in Matlab, Python, Fortran, C, C++, or other language). Prior knowledge of Matlab is not required, but it is used as the main language for homework assignments.

This course covers floating point arithmetic; conditioning and stability; numerical linear algebra, including direct methods for systems of linear equations, eigenvalue problems, LU, Cholesky, QR and SVD factorizations; interpolation by poly-

nomials and cubic splines; Numerical quadrature; Nonlinear systems of equations and unconstrained optimization; Fourier transforms; and Monte Carlo methods. Computer programming assignments and individual research projects are an essential part of the course.

Ordinary Differential Equations

MATH-UA 262 4 units.

Prerequisite: MATH-UA 122, MATH-UA 123 and MATH-UA 140.

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

MATH-UA 263 4 units.

Prerequisite: MATH-UA 262 with a grade of C or better or the equivalent.

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.

Analysis I

MATH-UA 325 4 units.

Prerequisites: MATH-UA 123 and MATH-UA 140 with grades of C or better and/or equivalents.

This course focuses on the real number system and convergence of sequences and series. It includes rigorous study of functions of one real variable: continuity, connectedness, compactness, metric spaces, power series, uniform convergence, and continuity.

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 UNITS)

Stern students cannot count a required course from the Business Core or from their concentration toward the minor. All students are required to take eight units of their minor at Stern. All students must take Entertainment and Media Industries (MKTG-UB 40) as the core requirement.

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 MCC-UE 1020, the Business of Media (4 units) instead of MKTG-UB

40, but must still complete 8 units at Stern as part of the minor.

Plus 6 units of additional electives from the list below in Stern (any XXXX-UB course). The remaining 8 units must be taken through either the Steinhardt or Tisch courses listed following.

Note: If a course is not listed below and a Stern student would like to count it toward his or her minor, the student may submit the request to the Stern Undergraduate College Office of Academic Advising (uc.advising@stern.nyu.edu). 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), the student must follow procedures for non-majors wishing to take film courses (filmtv.tisch.nyu.edu/object/UFTV_NonMajor).

COURSES

Core Course

Entertainment and Media Industries

MKTG-UB 40 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Stern Elective Courses

Entertainment Accounting

ACCT-UB 49 2 units.

Full course description can be found in the Department of Accounting section (page 21).

The Business of Publishing

MKTG-UB 19 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Film Distribution and Finance

MKTG-UB 20 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Entertainment Finance

MKTG-UB 21 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Movie Marketing

MKTG-UB 22 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Impact of Technology on Entertainment and Media

MKTG-UB 23 2 units.

Full course description can be found in the Department of Marketing section (page 43).

The Business of Broadway

MKTG-UB 25 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Media Planning

MKTG-UB 41 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Television Management: Network, Cable, and Satellite

MKTG-UB 44 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Social Media Strategy

MKTG-UB 45 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Globalization of the Entertainment Industry

MKTG-UB 46 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Sports Marketing

MKTG-UB 47 2 units.

Full course description can be found in the Department of Marketing section (page 43).

The Business of Producing

MKTG-UB 49 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Craft and Commerce of Film

MKTG-UB 51 2 units.

Full course description can be found in the Department of Marketing section (page 43).

Social and Digital Media Analytics

INFO-UB 38 3 units.

Full course description can be found in the Department of Information Systems section (page 37).

Sports Economics

ECON-UB 211 3 units.

Full course description can be found in the Department of Economics section (page 25).

Entertainment Law

MULT-UB 48 2 units.

Full course description can be found

in the Multidisciplinary Courses section (page 50).

Tisch Film and Television Elective Courses

See the NYU Tisch web site at filmtv.tisch.nyu.edu/page/courses for detailed course descriptions and prerequisites. All non-majors are restricted to section 002 of Tisch courses listed following, with the exception of summer programming.

Language of Film

FMTV-UT 4 4 units.

Producing the Short Screenplay

FMTV-UT 1023 3 units.

Producing for Television

FMTV-UT 1028 3 units. Summer only.

TV Nation: Inside and Out of the Box

FMTV-UT 1086 3 units.

Film Marketing and Distribution

FMTV-UT 1093 3 units.

Legal Aspects of the Entertainment Industry

FMTV-UT 1195 3 units.

Steinhardt Music Business Elective Courses

See the NYU Steinhardt website at steinhardt.nyu.edu/music/business for detailed course descriptions and prerequisites.

Business Structure of the Music Industry

MPAMB-UE 221 2 units.

Music in the Media Business

MPAMB-UE 1214 2 units.

Entrepreneurship in the Music Industry

MPAMB-UE 1216 2 units.

Economic and Legal Setting of the Music Industry

MPAMB-UE 1222 2 units.

Production and A and R in the Music Industry

MPAMB-UE 1223 2 units.

Concert Management

MPAMB-UE 1226 2 units.

International Music Business Marketplace

MPAMB-UE 1230 2 units.

Music Publishing

MPAMB-UE 1700 2 units.

Steinhardt Media, Culture, and Communication Elective Courses

See the NYU Steinhardt website at steinhardt.nyu.edu/mcc for detailed course descriptions and prerequisites.

Television: History and Form

MCC-UE 1006 4 units.

Film: History and Form

MCC-UE 1007 4 units.

Video Games: Culture and Industry

MCC-UE 1008 4 units.

Media Audiences

MCC-UE 1016 4 units.

Media and Globalization

MCC-UE 1300 4 units.

Copyright, Commerce, and Culture

MCC-UE 1405 4 units.

Marketing for Mass Media

MCC-UE 1785 4 units.

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

In today's global society, boundaries between governments, for-profits, and non-profits have become increasingly blurred. This has amplified the need for individuals who have a deep understanding of both public and private spheres and can confidently transition between the two. This interdisciplinary minor enables students to:

- examine the intricacies, convergences, variances, and challenges in sector-specific management practices;

- study the influences of politics and policy on local, domestic, and international levels;
- explore sustainability issues within the sectors; and
- understand the nuances of effective leadership.

PUBLIC POLICY AND MANAGEMENT MINOR REQUIREMENTS (14 UNITS MINIMUM)

All students must complete a minimum of 14 units to satisfy the inter-

school minor requirements and must take at least 6 units in each school. *Note: Stern Undergraduate students cannot double count required business core or concentration courses toward this minor.*

All students must take one of the below foundation courses as the core requirement.

Core Courses

Introduction to Managing Public Service Organizations

UPADM-GP 103 4 units.

See the Wagner web site at wagner.nyu.edu/undergrad/minors.php for full course description.

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

UPADM-GP 101 4 units.

See the NYU Wagner web site at wagner.nyu.edu/undergrad/minors.php for full course description.

Management and Organizations*

MGMT-UB 1 4 units.

Full course description can be found in the Department of Management section (page 40).

Stern Elective Courses

Principles of Financial Accounting*

ACCT-UB 1 4 units.

Full course description can be found in the Department of Accounting section (page 21).

Introduction to Marketing*

MKTG-UB 1 4 units.

Full course description can be found in the Department of Marketing section (page 43).

Monetary Policy

ECON-UB 221 3 units.

Full course description can be found in the Department of Economics section (page 25).

Business & the Environment

ECON-UB 225 3 units.

Full course description can be found in the Department of Economics section (page 25).

Managing People and Teams

MGMT-UB 7 3 units.

Full course description can be found in the Department of Management section (page 40).

Managerial Skills

MGMT-UB 21 3 units.

Full course description can be found in the Department of Management section (page 40).

Women in Leadership

MGMT-23 3 units.

Full course description can be found in the Department of Management section (page 40).

Managing Change

MGMT-UB 25 3 units.

Full course description can be found in the Department of Management section (page 40).

Negotiation and Consensus Building

MGMT-UB 30 3 units.

Full course description can be found in the Department of Management section (page 40).

Wagner Graduate School of Public Service Elective Courses

See the NYU Wagner website at wagner.nyu.edu/undergrad/minors.php for detailed course descriptions and prerequisites.

Introduction to Managing Public Service Organizations

UPADM-GP 103 4 units.

Getting Things Done: Implementation in Health Policy & Management

UPADM-GP 211 4 units.

Introduction to Public Service

UPADM-GP 102 4 units.

The Meaning of Leadership

UPADM-GP 221 4 units.

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

UPADM-GP 101 4 units.

The International Financial System: Can It Be Regulated?

UPADM-GP 225 4 units. *January term.*

Women & Public Leadership

UPADM-GP 226 4 units.

The Business of Nonprofit Management

UPADM-GP 242 4 units.

Brandraising: Nonprofit Communications for Social Change

UPADM-GP 43 4 units. *January term.*

Social Justice & Public Policy

UPADM-GP 269 4 units.

Philanthropy, Advocacy, & Social Change

UPADM-GP 244 4 units.

Politics of New York

UPADM-GP 215 4 units.

U.S. Immigration Policy in Global Perspective

UPADM-GP 218 4 units.

Medical Care & Health: Comparative Perspectives

UPADM-GP 230 4 units.

Topics in Health: Policy, Politics, and Power

UPADM-GP 236 4 units.

From Degas to Disney: Public Policy and the Arts

UPADM-GP 263 4 units.

**These courses may not be taken by Stern students to satisfy minor requirements.*

Social Entrepreneurship Minor 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.

- "Intrepreneurs" 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 (14 UNITS MINIMUM)

All students must complete a minimum of 14 units to satisfy the inter-school minor requirements and must take at least 6 units in each school. The inter-school minimum minor requirements include: an introductory course, a practicum course, and at least two additional courses (one from each school).

Note: Stern undergraduate students cannot double count required business core or concentration courses toward this minor.

Choose an introductory course:

Understanding Social Entrepreneurship: How to Change the World One Venture at a Time
UPADM-GP 264

OR

Fundamentals of Social Entrepreneurship: Problem Solving and Integration
UPADM-GP 265/MULT-UB 65

OR

Social Entrepreneurship
MULT-UB 41

Choose at least one practicum course:

Advanced Social Entrepreneurship
UPADM-GP 266/MULT-UB 66

Global Social Entrepreneurship: Field Experience
UPADM-GP 270

Social Innovation Practicum
MULT-UB 70

Launch!: Business Startup Seminar
MULT-UB 301

Practicum in Social Entrepreneurship
UPADM-GP 267

COURSES

Core Courses

Understanding Social Entrepreneurship: How to Change the World One Venture at a Time
UPADM-GP 264 4 units.
See the NYU Wagner website at wagner.nyu.edu/undergrad/minors.php for detailed course descriptions and prerequisites.

Fundamentals of Social Entrepreneurship: Problem Solving and Integration
UPADM-GP 265/MULT-UB 65 4 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Social Entrepreneurship
MULT-UB 41 3 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Social Entrepreneurship
UPADM-GP 266/MULT-UB 66 4 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Global Social Entrepreneurship: Field Experience

UPADM-GP 270 4 units.

See the NYU Wagner website at wagner.nyu.edu/undergrad/minors.php for detailed course descriptions and prerequisites.

Social Innovation Practicum
MULT-UB 70 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Launch!: Business Startup Seminar

MULT-UB 301 3 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Practicum in Social Entrepreneurship

UPADM-GP 267 4 units.

See the NYU Wagner website at wagner.nyu.edu/undergrad/minors.php for detailed course descriptions and prerequisites.

Choose at least 2 courses from the following list of Stern and Wagner electives (one from each school).

Management and Organizations

MGMT-UB 1 4 units. Stern students may not count this towards the minor.

Full course description can be found in the Department of Management section (page 40).

Managing People and Teams

MGMT-UB 7 3 units.

Full course description can be found in the Department of Management section (page 40).

Managing Change

MGMT-UB 25 3 units.

Full course description can be found in the Department of Management section (page 40).

Patterns of Entrepreneurship

MGMT-UB 85 3 units.

Full course description can be found in the Department of Management section (page 40).

Social Enterprise & Economic Development: The Indian Context
ECON-UB 223 4 units. By application only.

Full course description can be found in the Department of Economics section (page 25).

Entrepreneurship for the New Economy

MULT-UB 40 2 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Advanced Social Entrepreneurship
UPADM-GP 266/MULT-UB 66 4

units. If not taken as a practical requirement.

Full course description can be found in the Multidisciplinary Courses section (page 50).

Entrepreneurship & Law in Practice

MULT-UB 86 2 units.

Full course description can be found in the Multidisciplinary Courses section (page 50).

See the NYU Wagner website (wagner.nyu.edu/undergrad/minors.php) for detailed course descriptions and prerequisites for the following courses:

The Politics of Public Policy: City, Nation, Globe

UPADM-GP 101 4 units.

Introduction to Public Service

UPADM-GP 102 4 units.

Globalizing Social Activism: Sustainable Development

UPADM-GP 217 4 units.

Philanthropy, Advocacy and Social Change

UPADM-GP 224 4 units.

The Global Financial System: Can It Be Regulated?

UPADM-GP 225 4 units.

The Business of Nonprofit Management

UPADM-GP 242 4 units.

Brandraising: Nonprofit Communications for Social Change

UPADM-GP 243 4 units.

Practicum in Social Entrepreneurship

UPADM-GP 267 4 units. If not taken as a practical requirement.

Global Social Entrepreneurship: Field Experience

UPADM-GP 270 4 units. If not taken as a practical requirement.

Economic Crisis in a Globalizing World

UPADM-GP 420 4 units

Sustaining Social Change in the New Economy

UPADM-GP 410 4 units.

Social Entrepreneurship: Financial & Budget Strategies

UPADM-GP 801 2 units.



Specializations

Specializations offer students a way to augment their chosen academic path with a set of courses that focus on a more specific area of business without completing a full

concentration in that area. Students who fulfill the requirements for one of the two specializations offered, Entertainment, Media and Technology or Entrepreneurship, receive a certificate upon completion. The specialization does not appear as

an official designation on a student's final transcript. Students apply for this certificate during their final semester by submitting a form to the Undergraduate Advising Office. Deadlines are sent out each semester to the senior class via e-mail.

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 UNITS 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 (MKTG-UB 40), plus 7 to 8 units of EMT courses in Stern. The EMT courses offered at Stern are listed below.

Core Course

Entertainment and Media Industries

MKTG-UB 40 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Courses

Entertainment Accounting

ACCT-UB 49 2 units.
Full course description can be found in the Department of Accounting section (page 21).

Advertising Management

MKTG-UB 3 3 units.
Full course description can be found in the Department of Marketing section (page 43).

The Business of Publishing

MKTG-UB 19 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Film Distribution and Finance

MKTG-UB 20 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Entertainment Finance

MKTG-UB 21 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Movie Marketing

MKTG-UB 22 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Impact of Technology on Entertainment and Media

MKTG-UB 23 2 units.
Full course description can be found in the Department of Marketing section (page 43).

The Business of Broadway

MKTG-UB 25 2 units.
Full course description can be found

in the Department of Marketing section (page 43).

Media Planning

MKTG-UB 41 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Television Management: Network, Cable, and Satellite

MKTG-UB 44 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Social Media Strategy

MKTG-UB 45 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Globalization of the Entertainment Industry

MKTG-UB 46 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Sports Marketing

MKTG-UB 47 2 units.
Full course description can be found in the Department of Marketing section (page 43).

The Business of Producing

MKTG-UB 49 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Craft and Commerce of Film

MKTG-UB 51 2 units.
Full course description can be found in the Department of Marketing section (page 43).

Social and Digital Media Analytics
INFO-UB 38 3 units.
Full course description can be found in the Department of Information Systems section (page 37).

Sports Economics
ECON-UB 211 3 units.
Full course description can be found in the Department of Economics section (page 25).

Entertainment Law
MULT-UB 48 2 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

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 witnessing 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.

ENTREPRENEURSHIP SPECIALIZATION REQUIREMENTS (9 UNITS)

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 foundation course Patterns of Entrepreneurship (MGMT-UB 85), plus one of the following options: (1) two additional entrepreneurship courses in the Stern Undergraduate College or (2) one additional entrepreneurship course 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 following.

Core Course

Patterns of Entrepreneurship
MGMT-UB 85 3 units.
Full course description can be found in the Department of Management and Organizations section (page 40).

Courses

Managing People and Teams
MGMT-UB 7 3 units.
Full course description can be found in the Department of Management and Organizations section (page 40).

Managing Innovation
MGMT-UB 8 3 units.
Full course description can be found in the Department of Management and Organizations section (page 40).

Managing Change
MGMT-UB 25 3 units.
Full course description can be found in the Department of Management and Organizations section (page 40).

Negotiation and Consensus Building
MGMT-UB 30 3 units.
Full course description can be found in the Department of Management and Organizations section (page 40).

New Product Development
MKTG-UB 60 3 units.
Full course description can be found in the Department of Marketing section (page 43).

Entrepreneurship for the New Economy
MULT-UB 40 3 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Social Entrepreneurship
MULT-UB 41 3 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Entrepreneurship and Law in Practice
MULT-UB 86 2 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

Launch!: Business Start-up Seminar
MULT-UB 301 3 units.
Full course description can be found in the Multidisciplinary Courses section (page 50).

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. See a member of the academic advising team for course descriptions, prerequisites, and further information regarding these courses.

Social Venture Capital
FINC-GB 3148 1.5 units.

Venture Capital Financing
FINC-GB 3173 1.5 units.

Entrepreneurial Finance
FINC-GB 3361 3 units.

Social Entrepreneurship
MGMT-GB 2128 1.5 units.

Managing the Growing Company
MGMT-GB 2327 3 units.



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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 geo-

Office of Undergraduate Admissions
212-998-4500
Web site: admissions.nyu.edu

graphic backgrounds. Applicants who are neither U.S. citizens nor permanent residents should see the *Applicants with International Credentials* section on page 71.

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. The minimum requirements for consideration are:

- 4 years of English (with heavy emphasis on writing)
- 3-4 years of academic mathematics
- 2-3 years of foreign language
- 3-4 years of laboratory sciences
- 3-4 years of social studies
- Pre-calculus*

Students most competitive for admission will exceed these minimums. It is strongly recommended that students continue mathematics and language courses in their senior year of high school. For required testing, see page 70.

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 \$70 application fee.
- c. Official high school and/or college records for academic credit that has already 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 70 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 I candidates are notified beginning in mid-December. Early Decision II candidates are notified on or after February 15. Transfer candidates for September admission are notified beginning in mid-April.

CAMPUS VISITS

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

*Students must be calculus-ready.

4th 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 submit questions to the Stern Undergraduate Advising Office via e-mail at uc.advising@stern.nyu.edu.

Although interviews are not available, a visit to the campus is strongly recommended. It is suggested that arrangements be made several weeks prior to visiting the campus.

NYU GUEST ACCOMMODATIONS

Prospective students and their families visiting New York University 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 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 or
- Three AP exam scores (one in literature or the humanities, one in math or science, and one non-language of the student's choice).

Students who can demonstrate evidence of an extraordinary accomplishment outside of normal class-

room 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.

Applicants to the Stern School of Business who choose to submit SAT Subject Tests or AP Exam scores must provide a score from a mathematics examination.

Freshman candidates 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 71 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 examinations 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; 319-337-1270; act.org.

ADMISSION APPLICATION FILING DEADLINES

Freshmen are considered only for fall (September) entry.

Freshman Early Decision: November 1
Freshman Early Decision II: January 1
Freshman Regular Decision: January 1

NOTIFICATION DATES

We will notify you by the following dates:

Freshman Early Decision: December 15
Freshman Early Decision II: February 15
Freshman Regular Decision: April 1

RESPONSE DEADLINES

Admitted students must respond by the following dates:

Freshman Early Decision: January 15
Freshman Early Decision II: March 15
Freshman Regular Decision: May 1

FINANCIAL AID DEADLINES

Freshman Early Decision: November 15
Freshman Early Decision II: January 15
Freshman Regular Decision: February 15

EARLY DECISION PLAN FOR HIGH SCHOOL SENIORS

NYU offers two Early Decision application options for freshman applicants who are certain that NYU is their first-choice university. Students applying as Early Decision candidates will receive their admission decision after December 15 (Early Decision I) or after February 15 (Early Decision II). The NYU Financial Aid Office uses the same methodology for determining financial aid for Early Decision candidates as they do for determining financial aid for Regular Decision candidates. Students are not offered more or less financial aid based on when they apply for admission.

NYU uses information students share with the University via the CSS/PROFILE (see *Financial Aid*, page 77) to provide admitted students with an estimated financial aid package after December 15. For Early Decision II candidates, this information is used to provide admitted students with an estimated financial aid package after February 15. Students are then provided with their official financial aid award in late April, assuming students have completed both the CSS/PROFILE and the Free Application for Federal Student Aid (FAFSA) by February 15.

Students can only be released from the Early Decision agreement if they believe their estimated financial aid package does not enable them to attend. Students must be aware that applying Early Decision does not enable them to compare financial aid packages from other universities. If comparing financial aid packages is necessary for a student, the student should apply under our Regular Decision program. NYU still reserves the majority of admission offers for students applying for Regular Decision, so students should not feel pressure to apply Early Decision if finances are of concern. For further information regarding the decision to apply as an early decision candidate, see the Undergraduate Admissions web site at admissions.nyu.edu.

TRANSFER APPLICANTS

Transfer applicants to Stern will be considered for fall admission only (see *Admissions Process* on page 69). 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 last 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 Stern Undergraduate 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 examinations 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.

Students wishing to transfer into the second/sophomore year should have

completed the following three courses (at a minimum) at their current institution:

- 1 semester of Calculus
- 1 semester of introductory Microeconomics (intermediate-level is preferred, if possible)
- 1 semester of writing/composition

Students wishing to transfer into the third/junior year should have completed the requirements listed above for sophomores as well as the following courses (at a minimum) at their current institution:

- 1 semester of writing/English
- 1 semester of Statistics (preferably with a Calculus prerequisite)
- 1 semester of Financial Accounting
- 1 semester of Management, Marketing, or other introductory business-related course

Please note that completion of these prerequisite courses at a student's current institution does NOT guarantee transfer of credit. Official approval of transfer credit takes place after admission and evaluation of previous coursework by the Undergraduate College. Also, certain business courses (i.e., Statistics, Marketing, and Finance) will require passing a Stern proficiency exam after admission.

Please note that all degree candidates in Stern must complete at least 64 consecutive units of course work in residence at Stern immediately preceding the date of graduation. Also note that the Leonard N. Stern School of Business does not consider for transfer admission students who enter NYU by transferring into another NYU school or college. For further information regarding the external transfer process, see the Undergraduate Admissions web site at admissions.nyu.edu.

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 points) of academic study in their original school of enrollment to be eligible for internal transfer. Please note that the Leonard N. Stern School of Business will not consider for transfer admission students who enter NYU via transfer 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 nyu.edu/summer for program details and deadline information.

APPLICANTS WITH INTERNATIONAL CREDENTIALS

NYU welcomes applications for admission from international applicants all over the world. NYU has one of the largest international student bodies in the world. In fact, international students comprise roughly 13% of the most recent entering class.

NYU unfortunately cannot provide any scholarships or grants for international students. International students admitted to NYU are expected to pay the entire cost of their education with their own resources. As a result, requests for application fee waivers cannot be approved for international students. Because of the delays in receiving documents from outside the United States, all students who reside outside the U.S. are strongly encouraged to apply online at nyu.edu/admissions/undergraduate-admissions/applying-for-admission. Before beginning the application, please be aware that NYU does not consider applications from students who already possess a bachelor's degree in any academic area.

Instructions for Submitting International Documents

If a student's secondary education culminates in a maturity certificate examination, he or she must submit an official copy of the grades received in each subject of the examination. If a student is preparing for these examinations, he or she must submit predicted scores.

All documents submitted for review must be official; that is, they must be either originals or copies certified by authorized persons. (A "certified" copy is one that bears either an original signature of the registrar or other designated school official or an original impression of the institution's seal.) Uncertified copies are not acceptable. If these official documents are in a foreign language, they must be accompanied by an official English translation from an accredited translation agency.

NYU cannot assume responsibility for the return of any documents provided in support of application for admission. Do not submit diplomas or original single copies of records that cannot be replaced. Also, students

should be certain to use their legal name exactly as it appears on their passport on all NYU applications and related documents and correspondence.

Required Testing for International Students

All freshmen applicants - domestic and international - must submit SAT, ACT, or AP standardized testing to NYU to be considered for admission to NYU. Students are required to submit official score reports directly from the appropriate testing agency. Consult the appropriate pages of NYU's admissions web site to learn about the required testing requirements for freshman applicants or testing requirements for transfer applicants. These pages apply to both domestic and international students and there are no exceptions whatsoever.

To locate an international testing center and date for the SAT or AP exams, visit the College Board SAT web site at collegeboard.org. To locate an international testing center and date for the ACT, visit the ACT web site at actstudent.org. To locate an international testing center and date for the AP, visit the College Board AP web site at collegeboard.com/student/testing/ap/reg.html.

Testing Your English Ability

All international applicants are required to submit TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing System) test results which have been issued within the past two years. Exemption from testing is given if a student's native language is English or if he or she has been living and studying in an English speaking country for at least three years.

Students should take the TOEFL regardless of any other test scores they plan to submit to NYU. Taking the TOEFL will help ascertain English language proficiency and is used in conjunction with other standardized test scores to ascertain readiness for academic study.

NYU does not have any minimum test score requirements, but most competitive applicants score above 100 on the TOEFL Internet-based Test (iBT) and 7.5 or above on the IELTS. Information about the TOEFL may be secured by visiting the TOEFL web site at ets.org/toefl and information on the IELTS is available on the IELTS web site at ielts.org. The TOEFL code for NYU undergraduate admissions is 2562.

THE AMERICAN LANGUAGE INSTITUTE

Students who wish to improve their English language skills prior to applying to an undergraduate program at New York University are

welcome to investigate the American Language Institute, housed at NYU. All students are further tested upon arrival at the University. If their ability to speak and write in English is not deemed to be of a sufficiently high level to register for academic study, students must register for non-credit English courses that entail additional expense and extend the time normally required to complete a degree.

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; call 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. Requests for readmission should be received by *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 advanced standing points toward their degree requirements given that the Stern curriculum has been carefully designed to ensure both intellectual depth and breadth throughout four years. To apply for advanced standing, a 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 units allowed toward the degree requirements that are a result of any possible combination of nonresidential special examination programs shall not exceed 32. *Note: Stern strongly recommends that undergraduates apply no more than 20 units 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, 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 (see chart on page 74), 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 call 212-998-4500.

Limitations on Advanced Standing Credits (By Subject)

Mathematics

All students entering Stern as freshmen are required to fulfill a 4-unit 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-unit requirement is typically fulfilled through the successful completion of Calculus I (MATH-UA 121), but for students with advanced standing, a higher-level course may be more appropriate for fulfilling the 4-unit 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.†

Economics

All students entering Stern as freshmen are required to complete the 4-unit Microeconomics course (ECON-UB 1) and the 4-unit international macroeconomics course, Economics of Global Business (ECON-UB 11). 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-unit statistics requirement. Students are eligible to waive out of 4 of the 6 total unit requirements based on their AP Statistics examination results. To be waived from the 4-unit portion of the requirement, a proficiency examination must be taken after the student arrives on campus. Upon passing the examination, the 4 units from the usual Statistics requirement are redistributed to electives. Regardless of advanced standing, all students must take the 2-unit course entitled Regression and Forecasting Models (STAT-UB 3).

Writing/Exposition

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

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 non-refundable tuition deposit.
2. If applicable, pay the required non-refundable 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 by taking their corresponding departmental placement exams offered throughout the academic year. For further information, please speak with an Academic Adviser or the Director of Undergraduate Study of the appropriate language department.

FINANCIAL AID

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

All students applying for financial aid must file the Free Application for Federal Student Aid (FAFSA) and the CSS/PROFILE, available at profileonline.collegeboard.com. Both the FAFSA and the CSS/PROFILE are required of all financial aid applicants to NYU's New York City campus who are U.S. Citizens and/or Permanent Residents. The CSS/PROFILE is required of all NYU Abu Dhabi applicants.

NYU's CSS/PROFILE deadlines are:

Early Decision I: November 15
Early Decision II: January 15
Regular Decision: February 15

For more information, see the NYU Financial Aid web site at nyu.edu/financial.aid.

The Free Application for Federal Student Aid (FAFSA) is also required of all financial aid applicants to NYU's New York City campus who are U.S. Citizens and/or Permanent Residents. NYU Abu Dhabi applicants should not submit the FAFSA unless they are interested in one of NYU's schools and colleges on the New York City campus.

NYU's FAFSA deadline is February 15 (for both Early Decision and Regular Decision applicants to receive a final financial aid award in April). 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. For more detailed information regarding Financial Aid requirements and policies, please see the *Financial Aid* section on page 77.

*Beginning with the class of 2016 and beyond, students who earned a score of 4 or 5 on the BC Calculus AP exam or a 6 or 7 on the 1B Higher Level mathematics exam or an A or B on the GCE A-Levels will be eligible to apply those advanced standing credits to satisfy the Calculus I requirement.

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

ADVANCED PLACEMENT EQUIVALENCIES

AP Examination and Grade	Credits	NYU Course Equivalent	Stern Course Equivalent
American History 4, 5	4	HIST-UA 9 or 10	Elective
Biology 4, 5	8	BIOL-UA 11-12	Natural Science
Calculus AB and BC	No Credit ¹	No course equivalent	Placement Only
Chemistry 4, 5	8	CHEM-UA 101-102	Natural Science
Classics-Lyric 4, 5	4	CLASS-UA 871	Elective
Classics-Vergil 4, 5	4	CLASS-UA 6	Elective
Computer Science A 4, 5	4	CSCI-UA 101	Elective
Computer Science AB 4, 5	8 ²	CSCI-UA101-102	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	HIST-UA 1 or 2	Elective
French Language 4, 5	4	FREN-UA 101	Elective
French Literature 4, 5	4	FREN-UA 115	Elective
German Language 4, 5	4	100-level language course	Elective
History of Art 4, 5	4	ARTH-UA 1 or 2	Elective
Human Geography	No Credit	No course equivalent	No Credit
Physics B 4	5	PHYS-UA 1	Natural Science
Physics B 5	10	PHYS-UA 11-12	Natural Science
Physics C-E. and M. 4, 5	5	PHYS-UA 12 or PHYS-UA 93	Natural Science
Physics C-Mech. 4, 5	5	PHYS-UA 11 or PHYS-UA 91	Natural Science
Politics (U.S. Gov't. and Politics) 4, 5	4	No course equivalent	Elective
Politics (Comparative Gov't. and Politics) 4, 5	4	No course equivalent	Elective
Psychology 4, 5	4	PSYCH-UA 1	Elective
Spanish Language 4	4	SPAN-UA 4	Elective
Spanish Language 5	4	SPAN-UA 30	Elective
Spanish Literature 4, 5	4	SPAN-UA 200	Elective
Statistics	No Credit	STAT-UB 1 ³	Placement Only
Studio Art	No Credit	No course equivalent	No Credit
World History	4	No course equivalent	Elective

¹ Beginning with the class of 2016 and beyond, students with a score of 4 or 5 on an AP BC Calculus exam can apply credit to satisfy the Calculus I (MATH-UA 121) requirement.

² A student who receives credit for Computer Science A may only apply 4 additional units towards their degree if they also received credit for Computer Science AB.

³ 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 (STAT-UB 1) for 4 units, and the 4 units are added to the student's elective requirements. However, the student is still required to take Regression and Forecasting Models (STAT-UB 3) for 2 units.



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 2011-2012. 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.

Students can now utilize the enhanced NYU Electronic Suite (eSuite) for E-bill, E-payment and E-refunds. Students can access their eSuite account via a single sign-on by logging onto the Albert Student Center using their NYU Net ID and Password. Once in the Albert Student Center, students should click on the "View Bursar Account" link located under the Finances menu. This links to the secure eSuite web site. Students can also invite parents/authorized users to access their eSuite account.

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 are 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 units, Per term \$19,903.00

Nonreturnable registration and services fee, per term \$1,626.00

For each unit taken in excess of 18, per unit, per term (includes a nonreturnable registration and services fee of \$61.00 per unit) \$1,231.00

Other Students

Tuition, per point \$1,170.00

Nonreturnable registration and services fee:

Fall term 2011 first unit \$418.00

Spring term 2012 first unit \$432.00

Nonreturnable registration and services fee, per unit, for registration after first unit \$61.00

Visit the NYU Bursar's web site at nyu.edu/bursar/tuition.fees for up-to-date listings of the University's tuition and fees charges.

Basic Health Insurance Benefit Plan

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

Annual \$1,614.00

Fall term \$623.00

Spring term \$991.00 (coverage for the spring and summer terms)

Summer term \$437.00 (only for students who did not register in the preceding term)

Comprehensive Health Insurance Benefit Plan

International students are automatically enrolled.* All others can select:

Annual \$2,513.00

Fall term \$970.00

Spring term \$1,543.00 (coverage for the spring and summer terms)

Summer term \$679.00 (only for students who did not register in the preceding term)

Stu-Dent Plan

Dental service through NYU's College of Dentistry

Primary member \$235.00

Partner \$235.00

Dependent (under age 16) \$83.00

Renewal membership \$193.00

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

Note: Undergraduate application fee (nonreturnable) \$65.00

Application fee for admissions for international students and U.S. citizens living abroad (nonreturnable) \$75.00

*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).

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 units
- 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% 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 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 canceled, 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 following).

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) is defined as the first two calendar weeks of the term for which

application for withdrawal is filed. The processing of refunds takes approximately two weeks.

Refund Schedule for withdrawal from a course (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 term:*

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% 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% of tuition only

Withdrawal within the third calendar week of the term:

55% of tuition only

Withdrawal within the fourth calendar week of the term:

25% of 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

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

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.

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 units before receiving any further aid. Please review "Semester Course Loads" on page 80 and "Academic Standards" on page 85 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

25 West Fourth Street
1st Floor
New York, NY 10012-1119
212-998-4444
www.nyu.edu/financial.aid

New York University awards financial aid in an effort 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.

The Office of Financial Aid Online

Visit the Office of Financial Aid website at nyu.edu/financial.aid for complete details about the information summarized below on financial aid and scholarships. Particular attention should be given to the topics of (1) "Types of Financial Aid" (for scholarships, grants, and loans) and (2) "Applications and Forms", both of which are located on the navigation bar.

How to Apply

All students applying for financial aid must file the Free Application for Federal Student Aid (FAFSA) and the CSS/PROFILE, available at profleonline.collegeboard.com. Both the FAFSA and the CSS/PROFILE are required of all financial aid applicants to NYU's New York City campus who are U.S. Citizens and/or Permanent Residents. The CSS/PROFILE is required of all NYU Abu Dhabi applicants.

NYU's CSS/PROFILE deadlines are:
Early Decision I: November 15
Early Decision II: January 15
Regular Decision: February 15

For more information, see the NYU Financial Aid web site at nyu.edu/financial.aid.

The Free Application for Federal Student Aid (FAFSA) is also required of all financial aid applicants to NYU's New York City campus who are U.S. Citizens and/or Permanent Residents. NYU Abu Dhabi applicants should not submit the FAFSA unless they are interested in one of NYU's schools and colleges on the New York City campus.

NYU's FAFSA deadline is February 15 (for both Early Decision and Regular Decision applicants to receive a final financial aid award in April). 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.

Eligibility for Financial Aid

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

Note: Satisfactory academic progress evaluations and policies are subject to change effective July 1, 2011. Consult nyu.edu/financial.aid for current information (see "Policies" in the lower right column of the homepage).

Withdrawal

Students receiving federal student 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 upon the federally prescribed formula. Generally, federal assistance is earned on a pro-rata basis.

Scholarships and Grants

Eligibility for merit-based and/or need-based scholarships at NYU is determined upon entrance to the University based on prior academic strengths, and if applying for financial aid, demonstrated financial need based on submission of the FAFSA.

University-Sponsored and University-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 are based on a combination of academic achievement, applicable test scores, and in most cases, financial need. No separate application is necessary.

Federal Scholarships and Grants.

Eligibility is based on submission of the FAFSA and no separate application is necessary.

State Grants

New York State offers a wide variety of grants and scholarships to residents, subject to the annual availability of funds. Application is made directly to the state and grants are awarded by the state. New York State

programs are listed at besc.com.

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. Contact individual state financial aid agencies (call 800-433-3243 to get the phone number and address) to ask about program requirements and application procedures. Upon receiving an eligibility notice from a state program, submit it immediately to the NYU Office of Financial Aid.

Scholarships and Grants from Other Organizations

Students may be eligible for a private scholarship or grant from an outside agency. Some sources to explore are employers, unions, professional organizations, and community and special interest groups. A number of extensive scholarship search resources are available free online, and several are featured at nyu.edu/financial.aid. Students must notify the Office of Financial Aid if they receive funds from any of these sources.

Stern Scholarships for Matriculated Students

While the majority of scholarships are awarded to students at the time of admission, each year through the generosity of alumni and corporate donors, Stern distributes special scholarships to deserving students at the Stern School. Selection is based on criteria established with the donors and the school. In the spring semester, the Office of the Dean works together with the financial aid office, the donor, and appropriate members of Stern to select qualified students for these awards. In many cases, the Office of the Dean solicits applicants through announcements to the student body.

Loan Programs

For information about Federal Loans and Private (Non-Federal) Alternative Loans see Types of Financial Aid at nyu.edu/financial.aid.

Student Employment

Wasserman Center for Career Development.
133 East 13th Street, 2nd Floor;
212-998-4730
nyu.edu/careerdevelopment

Most financial aid award packages include work-study. This means that students are eligible to participate in the Federal Work-Study Program and may 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.

Resident Assistantships

Resident assistants reside in the residence halls and are responsible for organizing, implementing, and evaluating social and educational activities. Compensation is room and/or board, and/or a stipend. Applications and further information may be obtained from nyu.edu/life/living-at-nyu.html.

Tuition Remission

Members of the NYU staff, teaching staff, and officers or administrators and their dependents who are eligible for NYU tuition remission are not eligible for other forms of financial aid administered by the University (including merit awards). Eligibility can be reviewed for other types of aid including: Federal Stafford Loans, Federal Unsubsidized Stafford Loans, Federal Parent Loans for Undergraduate Students (PLUS), TAP Grants, Federal Pell Grants, and some private (non-federal) alternative loan programs if the appropriate Free Application for Federal Student Aid is completed. Details about tuition remission eligibility information can be obtained at nyu.edu/employees/benefit.html.

Employee Education Plans

Many companies pay all or part of the tuition of their employees 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 that they receive this benefit.

Optional Payment Plans

Payment plans can help manage your educational expenses. Options are described on page 76 as well as at nyu.edu/bursar/payment.info/plans.html.

Student Responsibilities

- ✓ To be considered for most financial aid at NYU, be sure to complete the Free Application for Federal Student Aid by the deadline applicable to you. The best way to file is online at fafsa.gov. Once complete, be sure to review the results (known as the Student Aid Report, or SAR), and make changes or corrections if necessary.
- ✓ Use NYU Albert at albert.nyu.edu to accept your financial aid awards.
- ✓ If you submit documents to the Office of Financial Aid, please put your University I.D. number on each page and keep a copy for yourself. Do not submit originals.
- ✓ Be certain that you understand the conditions of the awards you accept. Contact the Office of Financial Aid if you have any questions.
- ✓ Adhere to deadlines and satisfactory academic progress standards. The Office of Financial Aid will send reminders, but it is the student's responsibility to know and adhere to the information.
- ✓ Notify the Office of Financial Aid immediately if you receive an award or financial aid from any other source. A change in your resources may affect your eligibility for student aid.
- ✓ Respond immediately to all requests from the Office of Financial Aid. Failure to comply may result in the cancellation of your aid.
- ✓ Consult with the Office of Financial Aid immediately if you reduce your academic program to fewer points, or if you are enrolled full-time (at least 12 points) but intend to begin part-time (less than 12 points). Also contact the Office of Financial Aid if there is a change in your housing status. A change in enrollment or housing status may affect the financial aid you receive.
- ✓ Be sure to notify the Office of the University Registrar if you move by updating your contact information via NYU Albert at albert.nyu.edu. The records of the Office of the University Registrar are used to administer financial aid.
- ✓ Remember that you must reapply for financial aid each year. The NYU entering freshman deadline for filing the FAFSA for the following academic year is February 15. Continuing students should consult nyu.edu/financial.aid for financial aid deadlines. Failure to meet the NYU deadline may result in a reduction of your aid eligibility.



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 concentration, 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 one or more faculty advisers responsible for advising Stern undergraduates regarding academic interests and career ambitions. All faculty advisers have office hours dedicated to these special advising responsibilities. A listing of current faculty advisers can be found on the Stern Undergraduate College web site at

stern.nyu.edu/UC/CurrentStudents/Academics/TalkwithanAdviser/FacultyAdvisers.

PRELAW ADVISING

Stern's prelaw adviser 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 faculty adviser during their senior 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, BIOL-UA 11, BIOL-UA12; General Chemistry I, CHEM-UA 101, Introduction to General Chemistry I Laboratory,

CHEM-UA 103; General Chemistry II, CHEM-UA 102, Introduction to General Chemistry II Laboratory, CHEM-UA 104; Organic Chemistry I, CHEM-UA 243, Organic Chemistry I Laboratory, CHEM-UA 245; Organic Chemistry II, CHEM-UA 244, Organic Chemistry II Laboratory, CHEM-UA 246; and General Physics I and II, PHYS-UA 11, PHYS-UA 12.

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

CAREER COUNSELING

The Wasserman Center for Career Development aims 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 page 78.)

THE COLLEGE LEARNING CENTER

Stern students are also 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, 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 WRITING CENTER

The Writing Center helps students, faculty, and administrators who desire assistance with a particular writing assignment or want to generally improve their writing skills. Many people use the Center because they can have conversations with experienced writing consultants who can aid in understanding an assignment, developing a plan, or learning to edit, and who can offer suggestions about drafts in progress. Writing Center consultants do not proofread or edit papers. Consultations run from thirty to forty-five minutes. For more information, contact the Writing Center,

411 Lafayette Street, 3rd and 4th Floors, New York, NY 10003; 212-998-8866; writingcenter@nyu.edu.

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 are 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 are advertised by the Office of the University Registrar as well as the Stern Office of Academic Advising. For each registration period, students receive an appointment notice from the Office of the University Registrar; this appointment time also appears on the student's Albert account. This notice provides the student with a personal date and time for registration, which is not subject to adjustment. Payment and other pertinent information are 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 76).

SUMMER SESSIONS AND JANUARY TERM

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 units, with the unit load for either session not exceeding 10 units. 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.

January term 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. January term courses enable students to earn academic units (concentration, 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 January term are urged to take advantage of the registration advising period in

October. 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 units per academic year. For students receiving financial aid, completing fewer than 32 units in an academic year may jeopardize that aid. To be in good academic standing, students must complete a minimum of 24 units 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 units) 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 units 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 units per term is limited to students who have completed at least 32 units 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 units 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 units in a given semester are subject to extra tuition and fees. Students enrolled in fewer than 12 units in their final semester or who exercise the option to increase their unit 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 impacts their tuition costs or financial aid.

While the Stern curriculum only requires that students earn a minimum of 128 units to meet most concentration* and graduation requirements, students can take up to and count toward their GPA 144 units while at Stern. However, students on financial aid may not receive funding for any units taken over 128 units that do not count toward graduation requirements. Students who must take an excess of 128 units 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. Note that each school and/or academic department may have different wait list policies. For non-Stern course specific information, 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 do not appear on the transcript. Those dropped from the beginning of the fourth week through the ninth week of the term are 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 adviser of the department and a faculty member who serves as instructor for the course.

Students who are approved are 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/CurrentStudents/Academics/Forms.

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 concentration 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 units 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 84). 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.

** Some Stern/CAS concentration/major combinations necessitate exceeding the 128 unit graduation requirement.*

Policies and Procedures of the College

All policies and procedures are subject to change and students should always reference the Undergraduate web site for the most up-to-date policies.

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) a. 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.

b. Submitting the same or substantially similar work in multiple courses, either in the same semester or in a different semester, without the express approval of all instructors is strictly forbidden. Limited quoting or paraphrasing from previous work is permissible so long as we clearly identify and reference, as we would the work of another, any quoted or closely paraphrased passages of our own previously written work, whether published or submitted for course credit at Stern or at any other institution.

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 a) refraining from behaviors that infringe upon the rights of others or disrupt the educational process, and b) 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/br/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 October 2011.

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 when 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.

IN-CLASS BEHAVIOR AND EXPECTATIONS

The following policies are assumed to be in force in all Stern courses, unless an instructor explicitly establishes alternate policies.

Laptops, Cell Phones, Smartphones, Recorders, and Other Electronic Devices

None of these devices may be used in class.

Attendance

Attending class is required and factored into a student's grade. Faculty may excuse absences only in the case of documented serious illness, family emergencies, religious observance, or civic obligation. Students who miss class for religious observance or civic obligation must inform their instructor no later than the first week of class. Recruiting activities and business trips are not acceptable reasons for absence from class. If a student is absent from the first day of an intensive course, the instructor may request that the student be removed from the course.

Arriving Late, Leaving Early, Coming and Going

Students are expected to arrive to class on time and stay to the end of the class period. Arriving late or leaving class early impacts the course

grade. Students may enter class late only if given permission by the instructor and must do so without disrupting the class. Instructors are not obligated to admit late students or may choose to admit them only at specific times, and instructors are not obligated to readmit students who leave class.

Late Submission of Assignments

Late assignments are either not accepted or incur a grade penalty unless due to documented serious illness or family emergency. Instructors may make exceptions to this policy for reasons of religious observance or civic obligation, only when the assignment cannot reasonably be completed prior to the due date and the student makes arrangements for late submission with the instructor in advance.

General Behavior

Students must conduct themselves with respect and professionalism toward faculty, students, and others present in class and follow the instructor's rules for classroom behavior. Students who fail to do so may be asked to leave the classroom. (See NYU Stern Student Code of Conduct on page 81.)

Collaboration on Graded Assignments

Students may not work together on graded assignment unless the instructor gives express permission. (See NYU Stern Student Code of Conduct on page 81.)

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:

	Descriptive Value	
A ¹	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

¹ No grade above A or value above 4.0 may be used.

For example, an A in a 4-unit course earns the student 16 grade points (4 x 4.0); a B in a 4-unit 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 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 non-unit courses.

Pass/Fail Option

The pass/fail option is designed to encourage students to explore new and potentially challenging courses throughout the University. Students of the Stern School of Business are permitted to declare a maximum of four courses in the elective category pass/fail during their undergraduate career. Students who have successfully completed their concentration coursework, with final grades for this coursework on their transcripts, may opt to pass/fail an additional class within their concentration. Students returning from studying abroad through the IBEX program are only permitted to take one additional pass/fail course at Stern.

Units 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 units to be eligible for the Dean's List; a pass/fail course does not qualify as part of these units). Pass/fail grades are factored into the grade point average as follows: 0

grade points and 4 units for a grade of F; 0 grade points and 0 units 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 mid-semester 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 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. Students should note that taking an incomplete grade that results in fewer than 12 units earned for a semester may result in placement on academic warning or academic probation. (For more information on academic standards see page 85). 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 becomes an F.

I(P)—Indicates that the student was passing at the time of submission. This grade lapses to an N (no grade/no unit) if not resolved by the next semester.

I(F)—Indicates that the student was failing at the time of submission. This grade lapses to an F if not resolved by the next semester and counts 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.

Grade Point Average

The grade point average (GPA) is determined by dividing grade points by the units (with 4 grade points and 0 units for a grade of F; 0 grade points and 4 units for a P). The courses accepted toward the degree must first meet program requirements. Units are applied in strict chronological order.

An average GPA of C (2.0) is required for graduation (128-144 units and 256-288 grade points), except that the number of units in pass/fail options are deducted from the total units in calculating the GPA (grade points divided by units). Students who complete the required number of units 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 units taken in excess of 144 units or units brought in from other institutions. In addition, grades for courses taken at the School of Continuing and Professional Studies (SCPS) are not factored into a student's grade point average. Students should 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 against Stern's policy, and as such, will not be counted toward graduation requirements nor 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 remain on the transcript, and both are 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 reevaluated 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 is then undertaken by the department. The student's work is 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 units taken during each academic semester. A minimum 2.0 grade point average is required to graduate. For information regarding Satisfactory Academic Progress as it relates to financial aid packages, review the "Eligibility for Financial Aid" section at nyu.edu/financial.aid (see Policies in the lower right column of the home page).

Academic Warning

Students receive a letter of academic warning if they earn 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 should 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 is placed on academic probation and informed so by letter. A record is 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 units, with satisfactory grades, for which a student registers in any semester.¹

Failure to satisfy the conditions of probation results in further academic sanctions and possible dismissal from the University. The conditions usu-

ally require that the student (1) achieve a GPA of at least 2.0 during the term he or she is on probation with a minimum course load of 12 units, (2) not receive any grade of incomplete, and (3) 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 are not 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 receive a full refund of tuition and fees.

CONCENTRATION(S) AND MINOR SELECTION

Students are encouraged to declare a concentration(s) and/or minor by the end of sophomore year. When considering a double concentration or minor, students should be aware that the degree requirements may exceed 128 units and possibly affect their financial aid. Those who have questions about specific concentrations, double concentrations, 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 concentration or minor by completing a Selection of Concentration 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/CurrentStudents/Academics/Forms. (See also page 12 for concentration and minor options). Students are permitted to declare up to three official designations (ie: two concentrations and one minor; one concentration and two minors; one concentration, one major through the College of Arts and Science, and one minor; etc.).

DOUBLE COUNTING OF STERN COURSE WORK

Stern students are not permitted to count Stern course work toward more than one requirement. For instance,

students concentrating in finance and international business may count International Financial Management (see page 32 for course description) either as an advanced finance elective or as an international business requirement—it cannot count toward both concentrations. This applies to all Stern courses and concentrations. Students are encouraged to meet with an academic adviser to see how this policy might impact their planned academic progress.

STERN UNIT LIMITS

With the exception of CPA accounting, students may take no more than 18 units of advanced course work in any Stern department, excluding introductory courses. CPA accounting concentrations may take no more than the requirements needed to complete the degree. 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

Entering Stern freshmen are required to take two writing courses. Students must take EXPOS-UA 1, Writing the Essay, and SOIM-UB 125, Business and Its Publics: Inquiry and Discourse (or for qualified international students EXPOS-UA 4, International Writing Workshop I, and EXPOS-UA 9, 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 EXPOS-UA 1, Writing the Essay, or EXPOS-UA 4, 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

¹ Stern seniors are permitted to take fewer than 12 units in their final semester if approved by their academic adviser.

of expository writing² must complete a proficiency examination administered by the Expository Writing Center in May, August, and December.

All students must receive a passing score on the writing proficiency examination to graduate. Any student who fails the test must instead register for EXPOS-UA 13, Writing Tutorial (4 units) 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 units 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 units are redistributed to fulfill the appropriate requirement in the degree program (MKTG-UB 1, Introduction to Marketing; FINC-UB 2, Foundations of Finance; or STAT-UB 1, 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 stated deadline provided by the Advising Office each year.

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 units 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 units 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. Transfer students can transfer in a maximum of 64 units 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 are 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 do not need to apply for readmission to NYU and Stern

after a leave of absence for military service, provided 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.

² External transfer students who did not take two writing courses at their previous institution, but who took other course work that required intensive writing may submit a portfolio of writing samples to the Expository Writing Program for use in evaluating if a student is required to take EXPOS-UA 1. Students waived from this requirement due to their submission of a portfolio are still required to pass the Writing Proficiency Exam.

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 (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 cannot be dropped until part two is received and processed by the Stern Office of Academic Advising. 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. 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.html.

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 transcripts by e-mail.

A transcript may be requested by either (1) completing the online request form at nyu.edu/registrar/transcripts-certification and mailing or faxing the signature page (recommended method) or (2) writing a request letter (see below) and mailing or 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 can be forwarded on behalf of any student currently enrolled in courses until all the student's final grades are 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 HOLIDAYS

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=calbm). 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. (Find the graduation deadlines calendar and general graduation information 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. 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 receives 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 is 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 units required. The Department of Veterans Affairs may not authorize allowance payments for units 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 exception 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 units 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 units 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 study of at least 12 graded units (not including courses taken pass/fail). To be listed, a student must have been assigned no grades of incomplete or N.¹ 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 units at Stern. If a program of only 8 to 11 units 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 units) 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): cum laude, magna cum laude and summa cum laude. The GPA cutoffs for each category are determined by the combined GPA distribution from the preceding academic year, all graduation moments included. The cutoff for summa cum laude is the GPA included within the top 5 percent of the previous year's graduating class. The cutoff for magna cum laude is the GPA included within the next 10 percent of the previous year's class. The cutoff for cum laude is the GPA included within the next 15 percent of the previous year's class.

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 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 units of graduate elective courses during their senior year. Faculty members from each department review course offerings and advise as to which options best fit the needs of each honor student.

Honors Seminar.² 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.² 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 7 percent of their class and to seniors whose GPA places them in the upper 10 percent of their class. To be eligible for membership, a student must have completed at least 60 units 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.

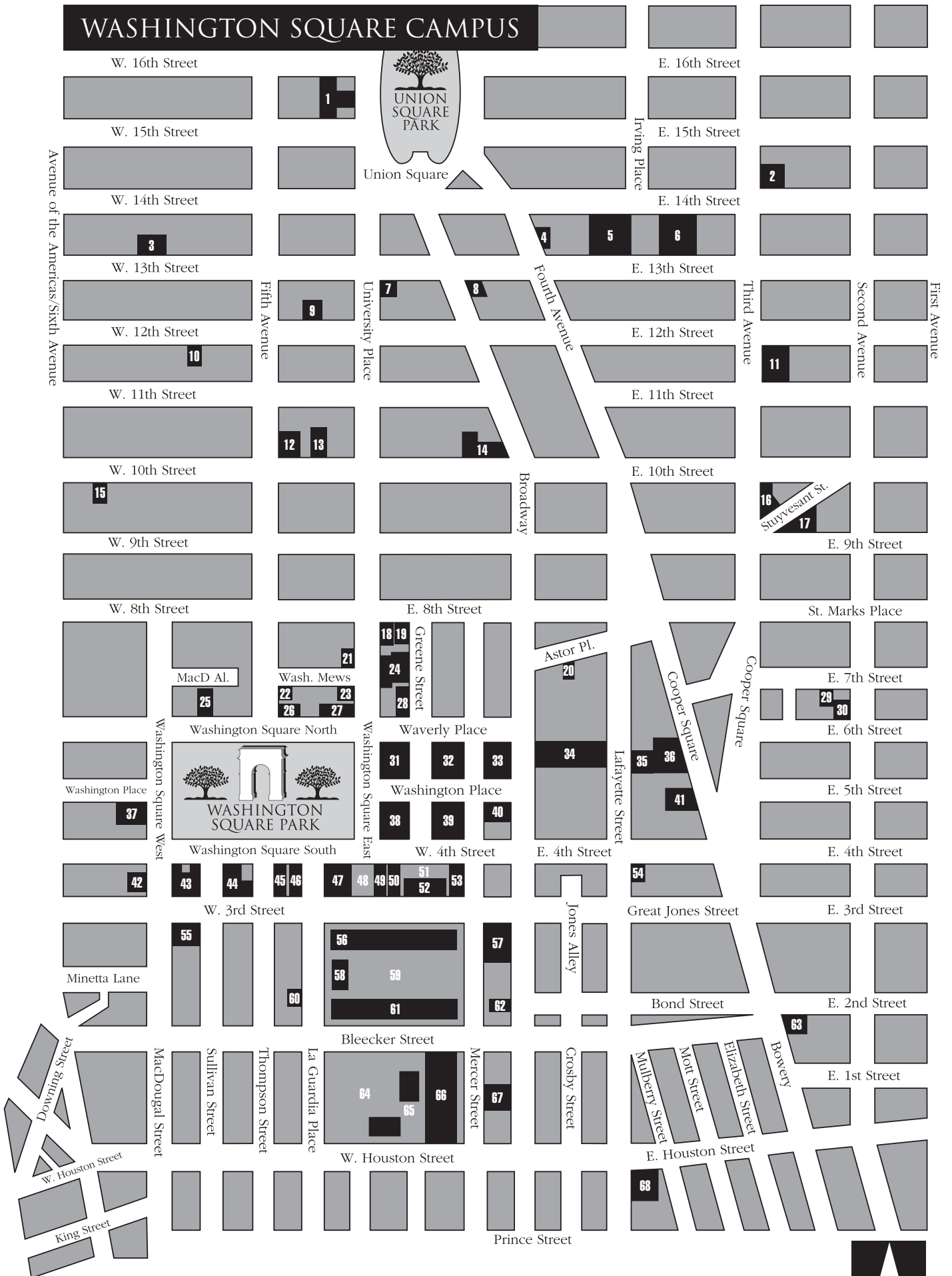
STUDENT AWARDS AND PRIZES

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/uclawards.

¹ 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 units.

² 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.

WASHINGTON SQUARE CAMPUS



Key to Buildings

- 1 Carlyle Court**
25 Union Square West
- 2 Coral Towers**
129 Third Avenue
- 3 Thirteenth Street Residence Hall**
47 West 13th Street
- 4 145 Fourth Avenue**
- 5 University Hall**
110 East 14th Street
- 6 Palladium Hall**
140 East 14th Street
- a Wasserman Center for Career Development**
133 East 13th Street
- 7 113 University Place**
- 8 838 Broadway**
- 9 7 East 12th Street**
- 10 Casa Italiana Zerilli-Marimò**
24 West 12th Street
- 11 Third Avenue North Residence Hall**
75 Third Avenue
- 12 Rubin Residence Hall**
35 Fifth Avenue
- 13 Bronfman Center**
7 East 10th Street
- 14 Brittany Residence Hall**
55 East 10th Street
- 15 Lillian Vernon Center**
58 West 10th Street
- 16 Alumni Hall**
33 Third Avenue
- 17 Barney Building**
34 Stuyvesant Street
- 18 13 University Place**
- 19 Cantor Film Center**
36 East Eighth Street
- 20 10 Astor Place**
- 21 Deutsches Haus**
42 Washington Mews
- 22 Glucksman Ireland House**
1 Washington Mews
- 23 a Institute of French Studies**
15 Washington Mews
- b La Maison Française**
16 Washington Mews
- 24 Weinstein Center for Student Living**
11 University Place
- 25 22 Washington Square North**
- 26 One-half Fifth Avenue**
- 27 1-6 Washington Square North**
- a Silver School of Social Work**
1 Washington Square North
- b Graduate School of Arts and Science**
6 Washington Square North
- 28 Rufus D. Smith Hall**
25 Waverly Place
- 29 Seventh Street Residence**
40 East Seventh Street
- 30 111, 113A Second Avenue**
- 31 Silver Center Block**
- a Silver Center for Arts and Science**
100 Washington Square East/
33 Washington Place
- b Grey Art Gallery**
100 Washington Square East
- c Waverly Building**
24 Waverly Place
- d Brown Building**
29 Washington Place/
245 Greene Street
- 32 Kimball Block**
- a Kimball Hall**
246 Greene Street
- b Torch Club**
18 Waverly Place
- c 285 Mercer Street**
- d Copy Central**
283 Mercer Street
- 33 Broadway Block**
- a 715 Broadway**
- b 719 Broadway**
- c 721 Broadway**
- d 1 Washington Place**
- e 5 Washington Place**
- 34 Student Health Center**
726 Broadway
- 35 411 Lafayette Street**
- 36 48 Cooper Square**
- 37 Hayden Residence Hall**
33 Washington Square West
- 38 Education Block**
- a Pless Hall**
82 Washington Square East
- b Pless Annex**
82 Washington Square East
(26 Washington Place)
- c NYU Bookstore**
18 Washington Place
- d East Building**
239 Greene Street
- e Education Building**
35 West Fourth Street
- f Faye's @ the Square**
45 West Fourth Street
- g Goddard Hall**
79 Washington Square East
- 39 Student Services Block**
- a 25 West Fourth Street**
- b 240 Greene Street**
- c 242 Greene Street**
- d 14, 14A Washington Place**
- e Carter Hall**
10 Washington Place
- f 8 Washington Place**
- g 19 West Fourth Street**
- 40 Meyer Block**
- a Meyer Hall**
4 Washington Place
- b Psychology Building**
6 Washington Place
- 41 20 Cooper Square**
- 42 a Provincetown Playhouse**
133 MacDougal Street
- b Lawyering Program**
137 MacDougal Street
- 43 Vanderbilt Hall**
40 Washington Square South
- 44 Judson Block**
- a Kevorkian Center**
50 Washington Square South
- b Skirball Department**
53 Washington Square South
- c King Juan Carlos I Center**
53 Washington Square South
- d Furman Hall**
245 Sullivan Street
- 45 Catholic Center at NYU**
58 Washington Square South
(*non-University building*)
- 46 Kimmel Center for University Life**
60 Washington Square South
- a Skirball Center for the Performing Arts**
- 47 Bobst Library**
70 Washington Square South
- 48 Schwartz Plaza**
- 49 Shimkin Hall**
50 West Fourth Street
- a The Jeffrey S. Gould Welcome Center**
- 50 Kaufman Management Center**
44 West Fourth Street
- 51 Gould Plaza**
- 52 Tisch Hall**
40 West Fourth Street
- 53 Courant Institute**
251 Mercer Street
- 54 Housing**
383 Lafayette Street
- 55 D'Agostino Hall**
110 West Third Street
- 56 561 La Guardia Place**
- 57 Mercer Street Residence**
240 Mercer Street
- 58 Mail Services**
547 La Guardia Place
- 59 Washington Square Village**
- 60 530 La Guardia Place**
- 61 Off-Campus Housing**
4 Washington Square Village
- 62 665 Broadway**
- 63 Second Street Residence Hall**
1 East Second Street
- 64 University Plaza**
- 65 Silver Towers**
100, 110 Bleecker Street
- 66 Coles Sports and Recreation Center**
181 Mercer Street
- 67 194, 196 Mercer Street**
- 68 Puck Building**
295 Lafayette Street
- a Wagner Graduate School of Public Service**
- NOT SHOWN**
- Broome Street Residence**
400 Broome Street
- Butterick Building**
161 Sixth Avenue
- Cliff Street Residence**
15 Cliff Street
- Greenwich Hotel**
636 Greenwich Street
- Lafayette Street Residence**
80 Lafayette Street
- Twenty-sixth Street Residence**
334 East 26th Street
- University Court**
334 East 25th Street
- Water Street Residence**
200 Water Street
- Woolworth Building**
15 Barclay Street
- Alphabetical List**
(Numbers in parentheses correspond to the Key to Buildings and map)
- BY BUILDING NAME**
- Alumni Hall**
33 Third Avenue (16)
- Barney Building**
34 Stuyvesant Street (17)
- Bobst Library**
70 Washington Square South (47)
- Brittany Residence Hall**
55 East 10th Street (14)
- Bronfman Center**
7 East 10th Street (13)
- Broome Street Residence**
400 Broome Street (*not shown*)
- Brown Building**
29 Washington Place/
245 Greene Street (31d)
- Butterick Building**
161 Sixth Avenue (*not shown*)
- Cantor Film Center**
36 East Eighth Street (19)
- Carlyle Court**
25 Union Square West (1)
- Carter Hall**
10 Washington Place (39e)
- Casa Italiana Zerilli-Marimò**
24 West 12th Street (10)
- Catholic Center at NYU**
58 Washington Square South (45)
(*non-University building*)
- Cliff Street Residence**
15 Cliff Street (*not shown*)
- Coles Sports and Recreation Center**
181 Mercer Street (66)
- Copy Central**
283 Mercer Street (32d)
- Coral Towers**
129 Third Avenue (2)
- Courant Institute**
251 Mercer Street (53)
- D'Agostino Hall**
110 West Third Street (55)
- Deutsches Haus**
42 Washington Mews (21)
- East Building**
35 West Fourth Street (38e)
- Faye's @ the Square**
45 West Fourth Street (38f)
- Furman Hall**
245 Sullivan Street (44d)
- Glucksman Ireland House**
1 Washington Mews (22)
- Goddard Hall**
79 Washington Square East (38g)
- Gould Plaza (51)**
Graduate School of Arts and Science
6 Washington Square North (27b)
- Greenwich Hotel**
636 Greenwich Street (*not shown*)
- Hayden Residence Hall**
33 Washington Square West (37)
- Housing**
383 Lafayette Street (54)
- Institute of French Studies**
15 Washington Mews (23a)
- The Jeffrey S. Gould Welcome Center**
50 West Fourth Street (49a)
- Kaufman Management Center**
44 West Fourth Street (50)
- Kevorkian Center**
50 Washington Square South (44a)
- Kimball Hall**
246 Greene Street (32a)
- Kimmel Center for University Life**
60 Washington Square South (46)
- King Juan Carlos I Center**
53 Washington Square South (44c)
- La Maison Française**
16 Washington Mews (23b)
- Lafayette Street Residence**
80 Lafayette Street (*not shown*)
- Lawyering Program**
137 MacDougal Street (42b)
- Lillian Vernon Center**
58 West 10th Street (15)
- Mail Services**
547 La Guardia Place (58)
- Mercer Street Residence**
240 Mercer Street (57)
- Meyer Hall**
4 Washington Place (40a)
- Moses Center for Students with Disabilities**
719 Broadway (33b)
- NYU Bookstore**
18 Washington Place (38c)
- Off-Campus Housing**
4 Washington Square Village (61)
- One-half Fifth Avenue (26)**
Palladium Hall
140 East 14th Street (6)
- Pless Annex**
82 Washington Square East
(26 Washington Place) (38b)
- Pless Hall**
82 Washington Square East (38a)
- Provincetown Playhouse**
133 MacDougal Street (42a)
- Psychology Building**
6 Washington Place (40b)
- Puck Building**
295 Lafayette Street (68)
- Rubin Residence Hall**
35 Fifth Avenue (12)
- Rufus D. Smith Hall**
25 Waverly Place (28)
- Schwartz Plaza (48)**
Second Street Residence Hall
1 East Second Street (63)
- Seventh Street Residence**
40 East Seventh Street (29)
- Shimkin Hall**
50 West Fourth Street (49)
- Silver Center for Arts and Science**
100 Washington Square East/
33 Washington Place (31a)
- Silver School of Social Work**
1 Washington Square North (27a)
- Silver Towers**
100, 110 Bleecker Street (65)
- Skirball Department**
53 Washington Square South (44b)
- Student Health Center**
726 Broadway (34)
- Student Services Center**
25 West Fourth Street (39a)
- Third Avenue North Residence Hall**
75 Third Avenue (11)
- Thirteenth Street Residence Hall**
47 West 13th Street (3)
- Tisch Hall**
40 West Fourth Street (52)
- Torch Club**
18 Waverly Place (32b)
- Twenty-sixth Street Residence**
334 East 26th Street (*not shown*)
- Undergraduate Admissions**
Gould Welcome Center
58 West Fourth Street (49a)
- University Court**
334 East 25th Street (*not shown*)
- University Hall**
110 East 14th Street (5)
- University Plaza (64)**
Vanderbilt Hall
40 Washington Square South (43)
- Washington Square Village, 1-4 (59)**
Wasserman Center for Career Development
133 East 13th Street (6a)
- Water Street Residence**
200 Water Street (*not shown*)
- Waverly Building**
24 Waverly Place (31c)
- Weinstein Center for Student Living**
11 University Place (24)
- Woolworth Building**
15 Barclay Street (*not shown*)
- BY STREET**
- 10 Astor Place (20)**
- 665 Broadway (62)**
- 715 Broadway (33a)**
- 719 Broadway (33b)**
- 721 Broadway (33c)**
- 838 Broadway (8)**
- 20 Cooper Square (41)**
- 48 Cooper Square (36)**
- 7 East 12th Street (9)**
- One-half Fifth Avenue (26)**
- 145 Fourth Avenue (4)**
- 240 Greene Street (39b)**
- 242 Greene Street (39c)**
- 411 Lafayette Street (35)**
- 530 La Guardia Place (60)**
- 561 La Guardia Place (56)**
- 194, 196 Mercer Street (67)**
- 285 Mercer Street (32c)**
- 111, 113A Second Avenue (30)**
- 13 University Place (18)**
- 113 University Place (7)**
- 1 Washington Place (33d)**
- 5 Washington Place (33e)**
- 8 Washington Place (39f)**
- 14, 14A Washington Place (39d)**
- 1-6 Washington Square North (27)**
- 22 Washington Square North (25)**
- 19 West Fourth Street (39g)**
- 25 West Fourth Street (39a)**



Travel Directions to the Washington Square Campus

See Washington Square Campus map and key for specific addresses or visit nyu.edu/map.

Lexington Avenue Subway (6)

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 (N, R)

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 (A, B, C, D, E, F, V)

To West Fourth Street-Washington

Square Station. Walk east on West Fourth Street or Waverly Place to Washington Square.

Seventh Avenue Subway (1)

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.

Note: For up-to-date information on Metropolitan Transportation Authority subway and bus services, visit mta.info.



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